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B. A. I. S. 1914 with
N. W. Ayer & Son



Darwinity

ALONG about 1860 Darwin and contemporary savants rocked the universe with the pronouncement that it is the fittest that survive. At this date we somehow fail to see why the intelligentsia haven't always known

it. The fact seems inescapable enough.

Take, for instance, advertising trade characters. The mortality rate among this species of advertising gestures is high. We believe we have discovered the reason. The survivors are those kept fit by being kept everlastingly at it.

Ten years ago, Advertising Headquarters created the "Tropikid" for Price Flavoring Extract Company, Chicago, experts in flavor for over seventy years.

"Tropikid" was a eugenic baby. He was carefully planned for. His job was waiting for him—to establish instant visual recognition for Price products. It wasn't expected he would immediately knock the world for a row of vanilla wafers. But he was given a running start. And he has never been allowed to sulk.

Today—in that market where "Tropikid" has been working—he stands arbiter of quality in flavor.

MORAL: To finish the furrow you must keep the plow going.

N. W. AYER & SON

ADVERTISING HEADQUARTERS, PHILADELPHIA

NEW YORK

BOSTON

CHICAGO

SAN FRANCISCO





WHAT is the "National" FARM MARKET?

The so-called "national" farm market is not one vast, unified area embracing 48 states—but *a group of individual markets in 30 states!* In these 30 states are located—

80% of your dealers, jobbers and consumers

90% of all farms

88.7% of all farm income in 1925

97% of all Standard Farm Paper subscribers

If you want to hit the pocketbooks of 2,125,000 buying farmers—if you want focused selling power at lowest cost for results—

Read the Story on Pages

133 to 161

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Courtney D. Freeman, Western Mgr.
307 North Michigan Ave.

New York

Willard R. Downing, Eastern Mgr.
250 Park Ave.

San Francisco, Kohl Bldg.

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VOL. CXXXVII

NEW YORK, DECEMBER 16, 1926

No. 11

Enter a New Industrial Giant: Iceless Refrigeration

Ten-Million-Dollar Advertising Program for 1927 Shows Startling Advance of Young Business

By G. A. Nichols

UPWARD of \$10,000,000 will be invested, during 1927, in advertising electric refrigerators. More than a million domestic and commercial electric refrigeration units will be built and, presumably, sold. Approximately 125 organizations are engaged in manufacturing the merchandise and probably the same number are planning to the same end. The production, in fact, can be said almost to have become a craze. It seems that in almost every industrial center in the country, there are companies, ranging from the very large down to the comparatively insignificant, that are in this industry, or trying or hoping to get in.

These startling figures answer the question, "What is really doing in mechanical refrigeration?" which the whole commercial world has been asking itself for the last year. Everybody has realized, in a general way, that something enormous was being worked out. Few, however, have been able to visualize the thing in its correct proportions, so fast has it grown. Here we have a young giant among industries which has got that way while most of us were not looking.

There are those who say that the business is bound to become the most important single industry in the country—greater even than the automobile—and that it will attain this growth at a rate that will make the rise of the automobile seem slow in proportion.

Be that as it may, it is evident that for sheer bigness attained almost spontaneously, mechanical refrigeration stands out well among the most notable achievements in all merchandising.

The intriguing feature of the proposition, however, is not so much in the almost unbelievable rapidity with which it has grown. It is rather in the fact that this industry, whose age must be computed by weeks or months, rather than years, is young only as we count time. Its methods are mature. The men behind it seem to know exactly what they are doing. This is so because they have been wise enough to profit by the experiences of others. They have looked upon the automobile, for example, and have had courage to apply on a big pattern the merchandising principles which the growth of the automobile has proved to be good. It is in soundness of ripe merchandising, fully as much as in extent of production and sales, that this business has been able to start off substantially full grown.

There has been considerable wonderment expressed over the quickness with which consumer acceptance was secured.

At first sight it seems strange that a new product such as this can come on the market and be accepted, just as if it had been advertised consistently over a period of years. But when the condition

is analyzed, there is less mystery about it. Makers of mechanical refrigerators proceeded slowly until they got their product somewhere near perfection and until they could service it adequately. Then they applied the principles, learned by automobile manufacturers after hard experience, which have made the automobile great.

But consumer acceptance, as referred to here, is only a relative term. Iceless refrigeration has been accepted with a remarkable degree of completeness so far as it has gone. It seems to be cleaning up and consolidating its gains as it progresses. It has barely started, even at that.

It seems paradoxical to speak of wide consumer acceptance on the one hand and then to say that the average person has heard of the electric refrigerator only casually, if at all. Yet this is the exact condition and is the most prominent reason of all why some people are making predictions as to the future of this industry which seem to be almost wild.

It is only the occasional householder who has the slightest idea of what this commodity even is. The prospective customers for commercial iceless refrigeration units have just begun to hear about the process. A recent survey shows that there are now in the country 14,532,930 potential customers for domestic electric refrigerators and 2,781,280 commercial prospects. Up to the time the survey was made, however, only 260,365 domestic units had been sold and 78,681 commercial units. Thus the saturation of domestic customers is only 1.78 per cent and commercial customers 2.88 per cent.

The foregoing is rather a sketchy picture of what is going on in mechanical refrigeration.

It represents compositely the experiences of outstanding organizations such as Kelvinator, Frigidaire, Copeland Products, Inc., General Electric, Servel and others. To get right down into particulars, however, and to gain an accurate viewpoint on what is transpiring, it is advisable to study in some detail the story of one of these leading factors in the in-

dustry. The findings will apply in a measure to all because all are proceeding on the same general basis.

THE CASE OF FRIGIDAIRE

Suppose, then, for purposes of illustration, that we consider here the case of the Frigidaire Corporation. During the last six months Frigidaire has spent \$20,000,000 for a new factory and space and equipment with which during 1927 it expects to manufacture 600,000 of its Frigidaire iceless units. This is only the beginning of a \$100,000,000 factory extension program which the General Motors Corporation, of which Frigidaire is a subsidiary, is planning to put through to increase the production of Frigidaire goods.

To provide selling power for the merchandise, Frigidaire will invest approximately \$5,000,000 in advertising during the coming twelve months. Of this amount \$1,000,000 will go into newspapers alone. Newspaper advertising will appear in more than 2,000 towns—substantially every community in the country of 5,000 or more inhabitants. Another \$1,000,000 will buy the use of outdoor mediums. Most of the remainder will be invested in magazines, direct mail, business papers and general promotion.

There is a highly interesting story back of the General Motors activity in iceless refrigeration. Its gradual unfolding, from the time of the very inception of the machine, the lessons the company learned and the principles it established are so much like that of the growth of the other companies mentioned above that perhaps we had better tell the story here from the beginning.

Charles F. Kettering, now head of the General Motors Research Corporation, and Colonel E. A. Deeds, started the Delco-Light Company in Dayton to manufacture and sell electric starting, lighting and ignition systems for automobiles. Together they developed and perfected these ideas, thus making what every automobile manufacturer today admits to have been the greatest single contribution ever received by the motor car



During the Year 1926

Christian Herald carried
more advertising than any
other small-town magazine
of national circulation.



Buy
CHRISTMAS SEALS

Christian Herald

Bible House, N. Y.

GRAHAM PATTERSON, *Publisher*

J. PAUL MAYNARD, *Advertising Manager*

industry. Later they started to make Delco-Light plants for furnishing electricity to farm homes.

United Motors came along and purchased the business from Messrs. Kettering and Deeds, later selling it, in 1918, to General Motors. Mr. Kettering, who is one of the country's foremost scientists, was made a vice-president of the corporation and was placed in charge of its research work. Under his direction, the Frigidaire machine came into being and was sponsored by Delco-Light, then a General Motors subsidiary.

No great effort was made to merchandise it, the reason being that it was in rather an unfinished stage and was looked upon more or less as a luxury that could be sold wholly or mainly to the rich.

Mr. Kettering went ahead, however, bringing the proposition nearer and nearer perfection and its commercial possibilities at length became apparent to the Delco-Light Company. In the interests of strict truth, though, it must be said here that General Motors did not display any great amount of enthusiasm over Frigidaire—not then.

At this time R. H. Grant was president of Delco-Light. He and his associates made a good-looking record in merchandising the company's products, but had a vision of the still greater things that could be accomplished with Frigidaire.

The General Motors management thought it had a bigger job for Mr. Grant in Detroit as sales manager of the Chevrolet Motor Company. He was reluctant to leave, but finally did so and E. G. Biechler, then sales manager of Delco-Light, was made president in his place. Mr. Biechler had been carefully trained by Mr. Grant and shared his enthusiastic belief as to the future of Frigidaire.

Meanwhile (the story necessarily has to be sketched briefly here, leaving out a mass of rather interesting details) Mr. Kettering and his engineers continued the development of Frigidaire, bringing it substantially to its present standard.

While this was going on, Mr.

Biechler and his associates were beginning to tell the story to the public.

All this took place only four years ago. The selling price was relatively high and the market rather strictly limited.

It was late in 1924 before Delco-Light had arrived at a point in the perfection of Frigidaire, in the development of its sales organization and in the increase of its manufacturing facilities that justified it in taking the first real steps to expand the market in a big way. And it went about this task in a manner as thorough and scientifically cold as was used by the engineers in improving the product.

The first step was to get the proper perspective on the potential market. The policy had been such before this that most people had the idea (and this was only in 1924, remember) that Frigidaire was a luxury and therefore decidedly not for them. The company could see that with a moderate increase in volume, the selling price could be pulled down to a figure well within the reach of the average person. Also it could have the facilities of the General Motors Acceptance Corporation in financing instalment buying for everybody who wanted to buy that way.

Accordingly, newspaper and magazine space was utilized to establish in the peoples' minds the thought that an electric refrigerator was not beyond their means. To give point to the presentation, the company produced a refrigeration mechanism that could be placed in an ordinary ice refrigerator and all the advertising for several months featured this particular unit under the caption "Make your icebox a Frigidaire." The object was largely educational, but sales increased at a rate that enabled Delco-Light distributors and branches greatly to strengthen their organizations and to extend their dealerships into the smaller towns as well as the large cities.

Here it was, just about two years ago, that the General Motors Corporation began to see the real future of Frigidaire that had been

(Continued on page 208)



Reg Jackson "brings home the bacon"

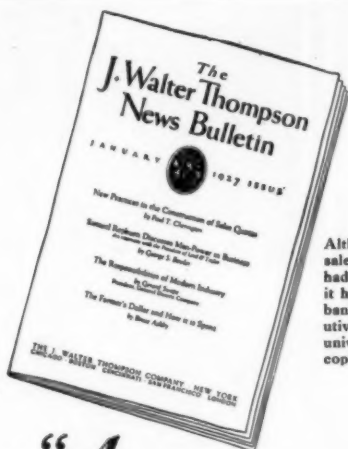
Family marketing is all in the day's work for Reg. When given a grocery order, he isn't backward in asking if he can add on some of his own favorite eats. Very often he just brings 'em home anyway, with a "Gee, but we oughta had some of these long ago!" to back him up.

Reg is typical of the half a million chaps who read **THE AMERICAN BOY** and who average $15\frac{1}{2}$ years of age, 115 pounds in weight and 5 feet 4 inches in height. All near-men who buy for themselves as well as for their families.

No matter where they are—in school, at home, in athletics—these chaps make up a big slice of your man-market. Their hats and shirts are as big as yours. So are the shoes and suits, which they wear a heap sight harder than you do. In short, they're your equal in everything but years.

No matter what you make—shaving cream, footballs, flashlights, jam or radios—these near-men buy with a man-sized capacity. Sell to them through the advertising columns of **THE AMERICAN BOY**, their chum. It reaches 500,000 two-fisted young men whose buying impulse knows no vacation. Copy received by January 10th will appear in March.

The **American Boy**
Detroit Michigan



Although edited largely for advertising and sales managers, the NEWS BULLETIN has had such a wide range in its contents that it has elicited letters of appreciation from bankers, railroad executives, senior executives of large industrial corporations, university professors and others. Free copies of the January issue on request.

“A sales quota is like a par for the hole in golf”

says PAUL T. CHERINGTON
in an article rich in interest
to sales managers—

“THE best service a quota can render is as a current measure of performance. Like a par for the hole in golf, the well-planned sales quota is not some unattainable standard of perfection but is a figure which any good player—or salesman—can reach frequently, any ‘dub’ may reach or even may surpass now and then, and which always serves as a standard of performance.

“For this purpose, a sales quota represents at best a balancing of many factors—buying possibilities of the market, conditions of

competition, accessibility, past sales experience, the personnel of the buying market and such others as experience has shown to be significant."

THIS quotation is from the article "New Practices in the Construction of Sales Quotas," which appears in the J. Walter Thompson News Bulletin for January, 1927. This article is from the pen of Paul T. Cherington, Director of Research, J. Walter Thompson Company. The general nature of its content is indicated by its sub-headings:

- "Buying Possibilities of the Market"
- "Grouping the Quota around Sales Facilities"
- "New Figures for the Construction of Sales Quotas"
- "The Purchasing Power of the Consumer"
- "How Competition Upsets Calculation for Quotas"
- "The Past Record of the Salesman as a Factor"

Other articles in this issue:

"SAMUEL REYBURN ON MAN-POWER IN BUSINESS"—an interview with the President of Lord & Taylor by George S. Fowler, J. Walter Thompson Company.

"THE RESPONSIBILITIES OF MODERN INDUSTRY," by Gerard Swope, President of the General Electric Company, an address delivered before a convention of the Associated Business Papers.

"THE FARMER'S DOLLAR AND HOW IT IS SPENT," some new data regarding the rich potentialities of the farm market by N. Bruce Ashby, J. Walter Thompson Company.

We shall be glad to send you a complimentary copy of the January issue of J. Walter Thompson News Bulletin.

J. WALTER THOMPSON COMPANY, Dept. N-B.
244 Madison Avenue, New York City

Please send me a complimentary copy of the J. Walter Thompson News Bulletin for January, 1927.

Name _____

Address _____

City _____ State _____

Newspaper Advertising Takes the Gamble Out of Sampling

After Considering and Trying Other Plans, This Company Found That Best Results Were Secured by Backing the Sampling Plan with Newspaper Copy

By Edw. T. Caswall

Assistant Sales Manager, The Climalene Company

SELECTIVE sampling is rapidly taking its proper place over promiscuous sampling in merchandising. Many manufacturers are turning to this first method of acquainting the buying public with the quality of their products. It was through the selective method of sampling that we managed to increase our sales on Bowlene after we had been carrying it along for several years with Climalene, another product which we manufacture.

The two products comprise our line, so we can devote a lot of time and thought to both of them. They are sold through the grocery trade. Climalene, a cleanser and water softener, was the first article placed on the market. That took place some twenty years ago, and the sales have spread to most every State.

About six years ago, it was decided to place Bowlene on the market to make the cleanser line complete. In Climalene we had an all-purpose cleanser, one that could be used for cleaning wherever water was used for cleaning, but one that did not disinfect and deodorize toilet bowls, though it did clean them.

Getting distribution on Bowlene wasn't the hardest job in the world. Merchants are not averse to trying something new if it's tacked on something else that does sell and is presented by a salesman who knows the ropes in that particular territory.

We have had retail men on Climalene ever since we have been in business and it didn't take them long to get a distribution on the newer article. But making it sell for the merchant was a different proposition. That was where our trouble began.

We never intended to put Bowlene on the grocer's shelf and permit it to become a shelf-warmer. We had newspaper campaigns mapped out and whatnot. They had been tested, too, but still the goods didn't move fast enough to satisfy anyone.

An idea then presented itself in the form of a sample. We knew a lot about samples, had used them for years in building up the Climalene business, and there was no reason why we couldn't use the same tactics in putting Bowlene over.

We sample Climalene by making a miniature box which holds enough for a complete trial when used in certain ways which we specifically point out in a circular that is attached to the sample. The samples are delivered direct to the housewife by distributors. To give this method of sampling prestige, we advertise the little package in newspaper space.

SOME DIFFICULTIES

But that method couldn't be used on Bowlene. Bowlene is a powder, but when it is placed in water it turns to a cleanser of great strength. It must have this strength to do the work for which it is intended. There was too much danger in placing a small sample can around on the doorsteps for children to pick up and eat. We couldn't do that, anyway, much as we should have liked to do; the Food & Drug Act has much to say about sampling products of the nature of Bowlene.

We went ahead, however, and made a few thousand miniature cans to give to merchants, who in turn could give them directly to the customer he thought would be most interested. It was simply a

DES MOINES



Seven railroad
systems link

Des Moines with all
sections of the state
of Iowa—Rock Island,
Northwestern, Burlington,
Milwaukee, Great Western,
Wabash and M. & St. L.

Exceptional railroad
service makes Des Moines
Iowa's distributing center
and enables The Des Moines
Register and Tribune to
give exceptional delivery
service to readers through-
out the state. Circulation
now exceeds 190,000 daily
and 155,000 Sunday . . .
99% in Iowa.

The Des Moines Register and Tribune

test, planned more for the purpose of searching for the right thing, than for the purpose of moving a lot of Bowlene.

I had the pleasure, or was it the misfortune, of distributing most of these samples out myself. Just picture trying to make every merchant put out samples like this in one town, let alone one territory or a group of territories. In the vernacular, it was "no go" and the plan was abandoned before it was really started.

Two years ago, we hit our stride from a simple little idea.

Our retail men on Climalene were given blank forms so that a merchant could give us his hand-picked customers' names and addresses. To these names we mailed a coupon worth 10 cents, which could be used as a part purchase price on a can of Bowlene. We didn't send these coupons out and trust to luck, but we saw the thing through in its entirety.

Of course, we had an expiration date on the coupon, but we didn't stop there. We sent the merchant a sample coupon so he could see what we were mailing. Before the coupons expired, we wrote him another letter, calling his attention again to the expiration date and then after they had expired sent him another letter to get them in for redemption.

Returns on this plan were far above the average direct-mail returns, or at least far above that which we had expected. Selective sampling of Bowlene was now an assured fact.

But such a method is very slow since lists are hard to get, and the plan is costly for the same reason. A better plan was just around the corner—selective sampling through the newspaper.

Newspaper advertising on Bowlene, using the selected-method-of-sampling idea, appeared for the first time this fall. We struck the keynote of a housewife's pride of home cleanliness in all the copy, at the same time not neglecting our sample offer. In one advertisement, for instance, our headline reads: "New, Simple, Easy Way to Keep the Bowl Clean," and the copy follows with:

We will give you 10 cents to prove that you can keep your closet bowl gleaming white without your touching it. And not only sparkling in cleanliness, but thoroughly disinfected and deodorized!

Bowlene is a wonderful powder that only needs to be shaken in the water to remove all discoloration and to cleanse entire closet system. Like magic the inner surface of the bowl is transformed into snowy whiteness.

The coupon below is worth 10 cents when applied in payment for a full-size can of Bowlene.

Take it now to your favorite grocer or druggist and enjoy from today on the cleanliness and sanitation of a spotless, odorless closet bowl.

In another the caption points out: "Just Sprinkle It In—The Bowl Cleans Itself!" Then the text:

Now your most disagreeable household task is made easy. With Bowlene, you need never again touch the closet bowl. And it will be sparkling white, completely deodorized and disinfected.

All you do is drop a little Bowlene in the water and let it remain for a half hour. Then flush. Gone are all discoloration, odor and germs. Completely removed from the whole closet system. Do this twice a week and your closet bowl will always be clean and sanitary.

As a special inducement to demonstrate how simply Bowlene works, your grocer or druggist will accept the coupon below as cash. This gives you a large 25 cent can for only 15 cents. Clip and cash the coupon today.

Coupons started coming in at once from the merchants wherever the campaign appeared. I don't want to give the impression that Uncle Sam is having a hard time delivering the coupons to us, but they are coming in fast enough to prove that there is such a thing as sampling if you find out how to do it.

The campaign will close in plenty of time before Christmas, so that every merchant who has any coupons will have the chance to get them in before the holiday rush on foodstuffs. Several letters will overcome this obstacle. We know that our letters will be read because we keep in touch with the dealers by personal contact and by mail.

Fleisher Yarn Account for N. W. Ayer

S. B. & B. W. Fleisher, Inc., Philadelphia, manufacturer of yarns, has placed its advertising account with N. W. Ayer & Son.

MILWAUKEE—First City in Diversity of Industries!

12-Page Advertisement Brings Record Business

THIS year the Boston Store of Milwaukee used 12 full pages in The Milwaukee Journal to advertise its annual "Capacity Day" to Greater Milwaukee people.

This special section—the largest single retail advertisement ever printed in Milwaukee—was largely responsible for the increase of 52 per cent in sales over "Capacity Day" in 1925. Only two pages of space were used in each of the other two Milwaukee papers.

In this market, national as well as local advertisers sell a maximum volume at the lowest advertising cost per sale when they concentrate in The Milwaukee Journal.

THE MILWAUKEE JOURNAL
 **FIRST BY MERIT** 

WISCONSIN—First State in Value of Dairy Products!

Chicago's Business Men

An invaluable asset of a great newspaper is the fact that business men read it.



The news of business, the analyses of business, the voice of business—these unfailingly interest the executive.

• To Chicagoans The Daily News is the newspaper of outstanding interest to the business man; the business man's paper in his home life and in his business.

THE CHICAGO DAILY NEWS

First in Chicago

Member of The 100,000 Group

**Advertising
Representatives:**

NEW YORK
J. B. Woodward
110 E. 42d St.

CHICAGO
Woodward & Kelly
360 N. Michigan Ave.

Average Daily Net Paid Circulation

Melead The Daily News

Chicago business is reflected—represented—in The Daily News as in no other Chicago daily newspaper. In its columns is concentrated the major selling effort of business.

To The Daily News the business man of Chicago looks for the complete and verified news of business; for the full report of the day's financial news, the closing quotations of all Chicago and New York markets and the volume of trading in each security. This complete information is published in the Final Markets edition, on the street at 3:10 p. m. It is not available in any other Chicago afternoon newspaper. It appears in The Daily News more than 12 hours before the same reports may be obtained in next morning's papers.

If you ride homeward with Chicago's business people you know from observation that The Daily News is the newspaper read by business men.



DAILY NEWS

Chicago

Group of American Cities

DETROIT
Woodward & Kelly
Fine Arts Building

SAN FRANCISCO
C. Geo. Krogness
253 First National Bank Bldg.

on for November, 1926, 421,507.



In Oklahoma

—the rural 73.4% is making business good

OKLAHOMA'S farmers in 1926 produced crops that returned an average of over \$135.00 more per farm family than crops of a year ago—and consider, too, that Oklahoma's rural folks out-number the urban population nearly three to one. To be exact the 1920 Census divides Oklahoma's population as follows:

Rural 73.4%
Urban 26.6%

It's the farm folks of Oklahoma who make up the big market, and it's agriculture that is keeping Oklahoma in the Good business zone.

To secure volume sales in Oklahoma you must get the farm business, and it's the Oklahoma Farmer-Stockman, Oklahoma's *only* farm paper that reaches these homes at lowest cost.

The OKLAHOMA
FARMER-STOCKMAN
Oklahoma City

Carl Williams
Editor

Ralph Miller
Adm. Mgr.

E. KATZ SPECIAL ADVERTISING AGENCY
New York Chicago Detroit Kansas City Atlanta San Francisco

An "In-Stock" System That Saves Money for Manufacturer and Retailer

Shoe Manufacturer Replaces Old System with One Which Gives Assurance That Orders Will Be Filled Immediately—Reduces Size of Stock Dealers Must Carry

By E. E. Doane

Sales Manager, Charles A. Eaton Company

HOW we have changed our old-fashioned stock department to conform to the new buying habits of retailers may be of interest to manufacturers in other lines of business who are facing the same general problem that we faced.

If hand-to-mouth buying is here to stay, it is going to mean that many manufacturers in different lines of business will have to change their methods of manufacturing for stock. When a manufacturer looks at the new system of buying from the retailer's point of view, rather than from his own, he is going to find that certain changes, especially in products where the style element is big, will be essential. The retailer wants a safe method of testing his sales on certain items. The manufacturer wants a method which will enable him to carry ample surplus to meet his retailer's requirements which surplus should be increased or decreased to conform to his sales on certain particular styles.

Shoe manufacturers for years have operated what they called stock departments. Prior to 1923 we were operating in that manner.

The shoe manufacturer sends his salesmen on the road in September or October with spring samples. At that time, the manufacturer has made no decision in regard to spring stock shoes. After the salesmen's orders have been received at the factory, and after those orders have been shipped, there comes a lull when there are no more shoes to be made. During that between-season lull, the manufacturer keeps his factory busy by making stock shoes for spring.

He picks out certain styles which have sold well as make-up styles and makes up a quantity for stock. Of course, the retailer had no way of knowing when he bought his shoes for spring delivery whether or not the styles which he bought would be carried in stock by the manufacturer during the spring.

There is another weakness of the typical stock department. When the manufacturer makes up his initial quantity of stock shoes he has accomplished his purpose, from his own viewpoint; he has kept his factory in operation during the dull period. Then, if a stock style is popular and sells out so that the sizes are badly broken by the first of June, the manufacturer considers that he has done a good job on that stock style. However, let's look at it from the retailer's angle.

Suppose the retailer bought a certain style and later on was pleased to find that the manufacturer had decided to put that particular style in stock for the spring season. Naturally, the retailer would have enough sizes to carry him through the first part of his season, and about the last of June he would need to fill in sizes. Then, he would discover that the manufacturer's stock was all shot to pieces because of the orders he had been getting.

To speak frankly, the shoe manufacturer for years has felt it necessary to operate a stock department so that he could make shoes when he had no orders on hand. In other words, he has operated a stock department to take up surplus production. After those stock shoes are made, it is

the manufacturer's ambition to get rid of them as quickly as possible without loss.

That plan worked pretty well in the years when men wore high shoes in the fall and low shoes in the spring. There weren't as many rapid changes in styles as there are now. Men are now wearing oxfords the year around, and the retailer who has bought oxfords for spring wants to sell them before buying for fall. If he doesn't sell the spring oxfords he doesn't need to buy additional fall oxfords. This has given the retailer an incentive to delay buying and has resulted in the hand-to-mouth situation which is now prevalent in the shoe business.

Realizing that the time has come when stock departments were entering a period of popularity, we decided that it was essential to revolutionize the entire system, and develop a stock service which would be efficient, first, from the retailer's viewpoint and secondly, from the manufacturer's viewpoint. Our plan was such an improvement in efficiency and reliability that we could not reconcile ourselves to call it a stock service, although that is exactly what it amounted to. So many stock departments had been inefficient that we hesitated to use that title for an efficient stock department. So we called our plan the in-process system, and we called our stock department the in-process department. "In-process" seemed a good name because it suggested the vital difference between our new stock system and the inefficient practices of the past.

Here's the in-process plan in a nutshell. When our salesmen receive their spring samples about October 1, the samples are clearly distinguished as in-process or make-up. Those which are classified as in-process may be purchased by the retailer for delivery at any spring date which he may desire, with our definite assurance that on and after February 15 those styles will be in-process. In other words, they will be in stock at our factory, and our stock constantly maintained. That is exactly what in-process means;

every style which we carry in stock is constantly in the process of manufacture. We carry an ample surplus which is increased or decreased to conform to our sales on each particular style, and every day we enter in the factory orders for all sizes which have been sold during the day. In this manner, we keep our stock complete from February 15 until August 1, which is the entire period during which the retailer is selling spring styles. The same practice is repeated in the fall.

Certain styles which are somewhat staple may be carried through two or more successful seasons. Other styles which might be classed as novelties are closed out at the end of the first season.

TWO IMPORTANT QUESTIONS

There are two very important questions which any intelligent retailer would want to ask before buying our shoes. First, he wants to know whether or not our stock service is reliable. Second, he wants to know how much extra we are obliged to charge for our shoes to offset the cost of operating the in-process department.

In reply to the first question, it is quite a simple matter to show the retailer how we maintain our stock. We operate a line chart on each individual shoe to check the surplus stock against the weekly sales and thus it is a simple matter to increase or decrease the stock and meet our sales requirements. It is also a simple matter for the retailer to understand our method of entering orders every day to replace sales. In other words, it is obvious to the retailer that we can carry the stock throughout the season if we desire. It is an easy matter for him to test the reliability of our service by ordering a few sizes late in the season.

Our reply to his second question is this. For years manufacturers have made a practice of charging an extra price for stock shoes. Dealers usually expect to pay more for stock shoes than for make-up shoes. When we tell them that we don't charge anything for our stock service they

are skeptical. When we tell them that we sell stock shoes at a lower price than we could sell make-up shoes, the retailers simply smile. That is, they smile until they hear the rest of the story.

The matter of price is a simple problem in arithmetic. Last year we turned our stock of in-process shoes six and a half times, which means that the interest on our investment was approximately 1 per cent of our sales. Our shoes sell for approximately \$5.50 a pair to the dealer, and therefore the interest on our investment amounted to approximately $5\frac{1}{2}$ cents per pair. In addition to that, our total loss on close-outs amounted to $4\frac{1}{4}$ cents per pair. Roughly, there was a cost of 10 cents per pair in the operation of our in-process department on account of these two charges which would not apply to make-up shoes. But, there is another side to the picture. Last year we sold 90 per cent of our shoes out of the in-process department, which enables us to manufacture 90 per cent of our shoes in case lots for the in-process department. In previous years we sold less than 10 per cent of our shoes out of the stock department, while we manufactured more than 90 per cent of our production in small broken lots to fill individual dealers' orders. Anybody who knows anything about shoe manufacturing will readily believe us when we state that our cost of production has been reduced approximately 25 cents per pair as a result of the in-process system, which enables us to manufacture in case lots for the stock department instead of small broken lots to fill the individual dealers' orders. We now make our shoes in bulk for the in-process department and divide them up into small shipments as the last operation in the factory. Under the old plan, every customer's order went all the way through the factory as an individual transaction. Also, we have benefited greatly by massing our production on a few definite styles instead of a conglomeration of all kinds of styles.

For the benefit of those who

don't understand shoe manufacturing, it might be important to explain that the average small retailer would buy only about eight pairs of shoes on a narrow width, and it would be necessary for the shoe manufacturer to send those eight pairs of shoes all the way through the factory on a twenty-four-pair rack. Nothing else would go on the rack with those eight pairs of shoes. In other words, the rack would be one-third full—and at that particular time there might be orders which could not go into the factory because the factory would be crowded with racks.

A reliable stock service is of great assistance to the retailer. It enables him to buy light on a doubtful style in order to test the salability of the style. Also, it enables the retailer to start the season with a small assortment on each style, and draw on the manufacturer's stock.

THE SIZE BUGABOO

The big gamble in the retail shoe business is the problem of sizes. Technically, a retailer should buy approximately 350 pairs of shoes in order to have a perfect stock on any style. The middle sizes, like 8D, sell very heavily, while the small sizes and extremely large sizes sell lightly.

The sizes that we carry on stock shoes are: A, 7 to 11; B, 6 to 11; C, 5 to 11; which is a total of forty-six sizes, including half sizes. The retailer sells 15 pairs of 8D while he is selling one pair of 5D. Now, just consider that size problem which is facing the retailer, and then realize that the average small retailer tried to get along with an initial stock of about twenty-four to thirty-six pairs on a style. Then you will have some idea of what he is up against and why he likes to deal with a manufacturer who operates a reliable stock service.

I would sum it all up by saying that the in-process plan has enabled us to give the retailer a service which allows him to sell the maximum number of pairs with the minimum stock investment. At the same time, we have been

able to give the dealer more value for his money by actually reducing rather than increasing our cost of doing business. Retailers work together with us. They buy the kind of shoes that we adopt for stock and thus enable us to confine our manufacturing largely to case lots. In return we give them a stock service which makes their business more profitable, and we share with them the savings which we have effected in our cost of manufacturing and operating.

I will venture the prediction that in five years the ordinary retailer will buy practically all of his shoes from stock. The sale of make-up styles to small retailers is not consistent with twentieth century methods of doing business. A few retailers will try to continue buying make-up shoes because they get a kick out of developing styles, whether the styles are good or bad. On the other hand, some manufacturers will continue trying to sell make-up styles because it is a habit. However, any open-minded business man who has studied the situation will agree that the in-process plan offers great advantages to both manufacturer and retailer. This system seems to us sure to increase in popularity and will undoubtedly be adopted by many shoe manufacturers in the immediate future. There is nothing to prevent other manufacturers using an adaptation of the same idea to solve problems somewhat similar in character.

L. P. Miles Heads Memphis "Commercial Appeal"

L. P. Miles has been elected president of the Commercial Appeal Publishing Company, publisher of the Memphis, Tenn., *Commercial Appeal* and the new *Evening Appeal*. He succeeds the late C. P. J. Mooney. Mr. Miles, an attorney, has had an interest in the Commercial Appeal company. In 1895 he joined the staff of the *Commercial Appeal* with which he was associated for five years.

Knit Goods Account for Milwaukee Agency

Olson & Enzinger, Inc., Milwaukee advertising agency, has been appointed to direct the advertising of the Jersild Knitting Company, Neenah, Wis., manufacturer of knitted outerwear.

C. W. Churchill to Direct Buick Sales

E. T. Strong, president and general manager of the Buick Motor Company, Flint, Mich., has announced the appointment of C. W. Churchill as general sales manager of that company. Mr. Churchill, who has been director of sales since 1921, succeeds Mr. Strong, who had been general sales manager until his recent appointment as president and general manager.

J. S. Wilkinson, General Sales Manager, Carnation Milk

John S. Wilkinson has been appointed sales manager of the Carnation Milk Products Company, Oconomowoc, Wis. He joined the organization six years ago as district manager of the Mississippi valley territory but was later transferred to headquarters where he has been acting as assistant to the general manager.

Eaton, Crane & Pike Appoint Cowan, Dempsey & Dengler

The Eaton, Crane & Pike Company, writing papers, Pittsfield, Mass., has appointed Cowan, Dempsey & Dengler, Inc., New York advertising agency, to direct its advertising account. This appointment becomes effective January 1, 1927.

Heinz Rice Flakes to Federal Agency

The H. J. Heinz Company, Pittsburgh, has decided to separate its advertising account, giving the handling of Heinz Rice Flakes advertising to the Federal Advertising Agency, New York.

R. C. Hay to Direct May Oil Burner Sales and Advertising

R. C. Hay has joined the May Oil Burner Corporation, Baltimore, as director of sales and advertising. He was formerly manager of sales promotion and sales training of the American Radiator Company, New York.

Paint and Varnish Account for Montreal Agency

Brandram Henderson Ltd., Montreal manufacturer of paint and varnishes, has appointed National Publicity Limited, Montreal advertising agency, as advertising counsel.

Blue Boar Tobacco Account to Harvey, Zoeller

The American Tobacco Company, Inc., New York, has appointed Harvey, Zoeller & Company, Inc., New York advertising agency, to direct the advertising of Blue Boar smoking tobacco.

The Philadelphia Bulletin

meets all the requirements of the
Association of National Advertisers

At the Atlantic City Convention of the A.N.A., Verne Burnett, secretary of the Advertising Committee of General Motors Corporation, Detroit, made a striking address on the Fundamentals or ideals to be sought by the national advertiser in a newspaper.

It is gratifying to be able to report that the Philadelphia Bulletin has always met these requirements, plus point 8, which we have added to complete the cycle.

1. Known Circulation

The circulation figures of The Bulletin have been printed each day since it passed under its present management in 1895. Whether they went up or down, a true statement has continuously been made. All audits such as the A. B. C. have been welcomed and the most searching analysis has always sustained the figures.

The qualitative phase of The Bulletin's circulation is known and recognized throughout the advertising profession; its character and standing as a high-class non-sensational newspaper has always ranked it as one of America's foremost dailies.

2. Known Market

Philadelphia is America's third largest market, and reliable data and information as to its phases and opportunities is continuously being furnished upon request to any advertiser or advertising agency.

Population, physical and buying characteristics of all sections of Philadelphia are furnished in detail, and route books covering most lines of wholesale and retail dealers may be had upon application to its advertising department.

3. Physical Appearance

Rigid rules as to type display, borders, text, lay-out, etc., are adhered to and every effort made to present a clear, clean appearance free of flashy type, or black splurges of ink. In make-up it was one of the first newspapers to adopt the pyramid style of advertisement location.

4. Business Practice

Honor between buyer and seller has

always been the watch-word. Known quality and quantity, coupled with known rates makes it easy to do business in a satisfactory manner with The Bulletin.

5. Agents' Commission and Discounts

A flat commission of 15% is allowed to recognized agents, and a cash discount of 2% is allowed on all accounts paid by these agents within 20 days from date of invoice. No change or deviation from this is made under any circumstances.

6. Low Flat Rate

The advertising rate of The Bulletin is one of the lowest per line per thousand (or per milline) in the United States. Present rate is 65c a line for 500,000 copies daily.

7. No Prize Contests

The circulation of The Bulletin, the largest in Philadelphia and one of the largest in the United States, has been obtained solely on the merits of the newspaper.

No prize, premium, coupon or other artificial methods of stimulating circulation have ever been used by The Bulletin.

8. Market Saturation

The population of the Philadelphia retail trading area numbers about 3,000,000 people. U. S. Census figures give 4.5 persons as the average size of the Philadelphia family.—Dividing the population by 4.5 shows that the daily circulation of The Bulletin goes into practically every worth-while home in the Philadelphia market.

Dominate Philadelphia

Create maximum impression at one cost by concentrating in the newspaper "nearly everybody" reads—

The Evening Bulletin.

PHILADELPHIA'S NEWSPAPER

Average daily net paid circulation for the six months ending September 30, 1926

535,096 copies a day

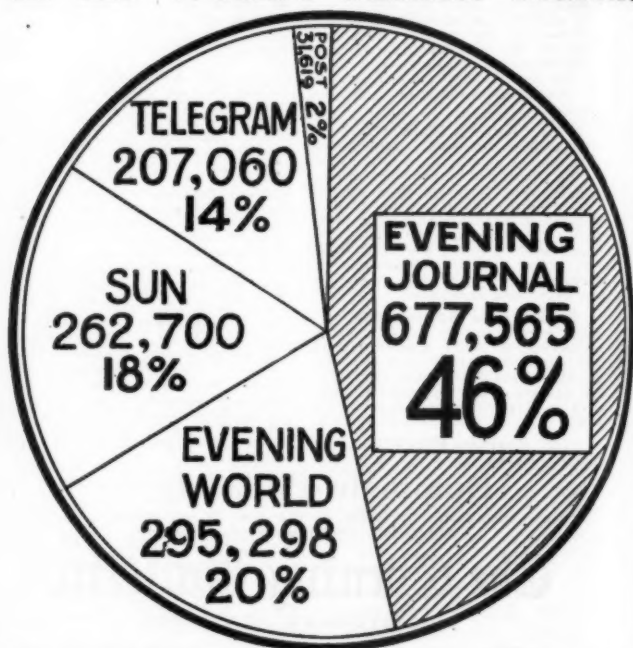
The circulation of The Bulletin is the largest in Philadelphia and one of the largest in the United States.

New York.....247 Park Avenue (Park-Lexington Building)
Chicago.....Verree & Conklin, Inc., 28 East Jackson Boulevard
Detroit.....C. L. Weaver, Verree & Conklin, Inc., 321 Lafayette Boulevard
San Francisco.....Thomas L. Emory, Verree & Conklin, Inc., 681 Market St.

(Copyright 1926—Bulletin Company)



NEW YORK EVENING JOURNAL
Gives 46%
COVERAGE
in the World's Richest Market



The New York Evening Journal DOMINATES the world's richest market. Its circulation of 677,565—the largest evening newspaper circulation in America—is more than twice that of the next largest evening paper in New York. It is greater than the next two combined—PLUS 119,567!

The New York Evening Journal has

DOUBLE

the circulation of the next largest
New York evening paper

PLUS 86,969 copies a day!

Every day 677,565 men and women buy the New York Evening Journal and take it home where it is read by every member of the family.

These people constitute the cream of the New York buying public; they live well; they buy regularly and they pay liberally for what they buy. And their purchases are governed by the advertising which comes to them in the columns of the New York Evening Journal.

There is no other evening paper in the New York market which enables you to reach, in one stroke, so large a percentage of the total possible consumers in this great field. The New York Evening Journal gives concentration; it has **DOUBLE** the circulation of the next largest evening paper **PLUS 86,969** copies a day!

**CIRCULATION FOR SIX MONTHS ENDING
SEPTEMBER 30th, 677,565 DAILY, NET PAID**

A daily gain of 41,779 over the same period last year.

NEW YORK EVENING JOURNAL

*America's largest evening newspaper circulation
... and at 3c a copy daily, 5c Saturday*

New York Office: 2 COLUMBUS CIRCLE, New York City

Chicago Office

913 Hearst Building, Chicago, Ill.

Detroit Office

General Motors Bldg., Detroit, Mich.

\$350,000 Spent in Tobacco Advertising in Detroit Newspapers

First 11 Months of 1926



Over 49% Used in The Detroit News

FOR 53 years the newspaper of the home, The Detroit News is equally welcomed by the man of the substantial household as it is by the woman. The fireside companion of practically every Detroit home, it is only natural that The Detroit News should be chosen to carry the messages of man's most constant associate at leisure moments.

Over 49% of the \$350,000 spent in Detroit newspapers by tobacco advertisers went to The News, which carried substantially more of this advertising than either of the other two Detroit newspapers.

In every class of advertising dependent on home reading for results The News leads all other Detroit newspapers. Its thorough home coverage, its concentrated circulation in the local trading territory, and its remarkably interesting news pages have won for The News a reader interest which is reflected in its great advertising volume exceeding that of any other newspaper in America.

You can get results in the Detroit market at a low cost per unit of sale if you use The News alone, because it covers the field adequately. In fact, no other newspaper in any city of Detroit's size or larger so thoroughly does this job.

The Detroit News

The HOME Newspaper

350,000 Sunday Circulation — 320,000 Week Day Circulation

How Salesmen May Help Build the Sales Plan

Eastern Manufacturer Develops Successful Plan for Specialty with Help of Eight Salesmen

By R. C. Hay

IN the usual course of events the sales manager of a large manufacturer in the East took up the study of the next year's sales quotas and sales plans. He established for each of ten lines of products the sales quotas which were desirable from the company viewpoint. On each of these lines of products certain tentative selling plans were discussed and adopted. Then on one of the products where the unit sale was about \$1,000, it was decided to try a new method for developing the sales plan.

The selling effort required to move the number of units of this product that the company wanted to sell was of a high character and involved some very well organized sales promotion planning. Instead of establishing the plan for this product in the usual manner it was felt that advice should be sought of the salesmen in the company who had the best sales records for this item. Accordingly, eight salesmen with the best records of results for this product were called into headquarters for a one-day conference on the sales plan. A considerable amount of work preliminary to this meeting was made necessary due to the desire of the sales executive in charge of the meeting to conserve the time of everyone concerned and to get as large a return as possible from the time invested in the meeting. Considerably in advance of this meeting the sales problem was analyzed from as many points of view as possible and a list of twenty-five questions was drawn up to serve as a basis for the meeting. These questions were then grouped into eight different classifications and these classifications made to serve as units of discussion.

In preparing the program for the day's meeting each unit was allotted a definite number of minutes,

depending on the relative importance of this unit as compared to other units in the program. In this way it was expected that discussion would be proportioned according to the importance of the topics, to insure covering the entire program and to insure proper placing of the emphasis.

Copies of the program and of the twenty-five questions together with some supporting detail on certain of the questions were sent out several days in advance of the meeting to each of the salesmen who was to attend.

On the day of the meeting every one was present promptly at 9:30, when the discussion was opened by devoting thirty minutes to a discussion by each salesman of four points on the situation in his territory. This section of the program read as follows:

Each salesman present will be asked to present in three minutes or less the situation in his territory covering these points:

1. Location and character of territory.
2. Character of work for which the product is sold.
 - (a) Percentage sold on new and on replacement jobs.
3. Number of progressive merchants in the territory handling the product.
4. How the product is sold in the territory, whether by:
 - (a) Architects' specifications.
 - (b) Active merchants.
 - (c) Salesmen's personal work with owners.
 - (d) Jobbers' salesmen.
 - (e) Other means.

The first effect of having each of eight salesmen go through all of the above outlined points was to familiarize each one in the meeting with the variation of conditions in the territories represented in the room. These variations of conditions could be taken into account in considering suggestions and material presented by the individual salesmen in the later discussion.

The balance of the program for

the day included these major divisions:

- A. The market for the product. (40 minutes.)
- B. The use by the merchant of special types of bid forms. (40 minutes.)
- C. The work of the merchant. (40 minutes.)
- D. Selling product display samples to the merchant. (15 minutes.)
- E. The use of the product under special operating conditions. (15 minutes.)
- F. How to work with prospects for the product. (60 minutes.)
- G. Selling the product with the co-operation of the jobber. (30 minutes.)
- H. Advertising and sales promotion. (90 minutes.)

The following can be taken as typical of the character of questions which were brought up before this group of salesmen. The answers to these questions served to guide the management in the development and adoption of the sales plan.

Under section "H," advertising and sales promotion:

1. Should we prepare a series of form letters which can be sent out to prospects over the signature of the merchant and printed on his letterhead? (These letters would be intended to supplement the work of the direct-mail department.)

2. What value is placed by merchants on our direct mail work for this product?

3. Would direct mail be most effective if it carried direct reference to local installations?

4. Should we have a direct-mail plan directed at the merchants themselves in the form of letters at regular intervals, each letter to carry to the merchant at least one definite and practical sales suggestion?

5. Can we arouse interest through publishing at intervals a printed bulletin giving experience stories, cuts of store and window displays, selling schemes and ideas, etc.?

6. Should we make available to merchants a cut service for newspaper advertising?

7. If such a service is developed, should its use be restricted to one merchant in a town? (In other words, how would we handle those towns where we have more than one merchant aggressively selling this high-price product?)

8. Should the national advertis-

ing be changed to describe more closely the practical use of this product, in particular giving more emphasis to the actual appearance of the product on the job; greater emphasis on the use of the product for replacement jobs; more actual mention of operating economy; and in general getting away from the "atmosphere" and "class" type of advertising being used so much at present?

9. Should we furnish a special product poster in four colors for the use of merchants?

10. Should we furnish merchants with installation signs covering this product?

11. What would you think of furnishing a limp leather, loose-leaf portfolio with the name of the merchant imprinted in gold on the cover, this to be sent to all merchants who secure photographs of product installations and exteriors of the buildings in which the product is installed? Sheets would be included with these photographs giving the essential data as to the installation.

12. Is newspaper advertising of the product recommended in any locality at all? This advertising might carry the names of merchants who have the product on display in their sales rooms.

An amazing amount of exceedingly valuable information, constructive ideas and suggestions were developed as a result of the discussions of the above questions and others covered under other headings. The salesmen present at the meeting having been selected because of the high character of their selling results on this product naturally were fully competent to bring to the meeting first-hand information and a clear understanding of the merchants' problems and of their own problems and difficulties. This viewpoint brought to the discussion something that made the ideas and plans as presented and worked out stand the acid test of criticism by experienced individuals.

Having the discussion confined to one subject at a time and handled in an organized fashion made certain the concentration of the thought of the individuals in the

Permanence

THE outstanding character of the circulation of The Indianapolis News is *permanence*.

Permanence that comes from the character of The News as a newspaper, from its system of home delivery by its own carrier organization, and from the kind of people it serves.

Readers of advertisement No. 1 in a series will also read No. 20 and No. 200. They won't transfer their affections elsewhere in the middle of your schedule. They *read* The News every day—some other papers *occasionally*, perhaps—but The News every day.

When you build a market for a product among the readers of The Indianapolis News, you are building it *permanently* on solid ground.



Member 100,000 Group
of American Cities

The Indianapolis News

FRANK T. CARROLL, *Advertising Director*

New York
DAN A. CARROLL
110 East 42nd St.

Chicago
J. E. LUTZ
The Tower Building

meeting on that one subject, and resulted in bringing out an unusual number of valuable ideas.

One of the most important facts which developed in this meeting was the extent to which this particular product was used on replacement work. The replacement percentage indicated by the sales experience of the eight salesmen represented at the meeting ran much higher than the percentage which the sales department had used prior to that time in making up selling plans. This brought about a decided revision of promotional and advertising plans to take account of the larger replacement market which existed for this product.

After the day of discussion had been completed the facts brought out in that meeting were used as a basis for the development of the sales plan for the ensuing year. Not only were these sales plans much more practical and useful from the field standpoint, but the entire organization accepted the sales plan with much more enthusiasm than had ever been the case before, due to their knowledge of the methods followed in developing the plan. The idea that these plans had been developed in conference with the best salesmen in the company, gave them a background which insured complete acceptance by the salesmen of their practical application to the selling job.

Later on, this same manufacturer held similar meetings on other special products where the volume of sales was sufficiently large to justify special promotional and sales plans. In each case, benefits through bringing in members of the sales force with the best selling records on these special products were so great as to justify the expense involved. These sales meetings resulted in practical sales promotion plans and in developing material from the field viewpoint designed to meet the practical conditions confronting the salesman in his everyday work.

This method of getting the salesmen to help build the sales plan is very simple and easy of operation, and if the meetings are properly or-

ganized and the discussion is properly guided, cannot help but result profitably.

J. A. Payez, Eastern Manager, Meredith Publications

Joseph A. Payez has been appointed Eastern Manager of the Meredith Publications, *Successful Farming*, *Better Homes and Gardens* and the *Dairy Farmer*. His headquarters will be at New York.

Mr. Payez has been with the Meredith organization for the last four years in the Eastern territory. Prior to that time, and since his return from France, he was with the Associated Farm Papers at New York.

Mr. Payez will assume his new duties on January 1.

Franklin Automobile Advances A. M. Taylor

A. M. Taylor, advertising manager of the Franklin Automobile Company, Syracuse, N. Y., has been appointed sales promotion manager, effective December 31. He has been associated with the company since 1920, when he was made assistant advertising manager, except during the year 1924, when he was with the Velie Motor Company. In his new position he will visit practically all the larger cities of the country.

J. B. Smiley, President, Remington Arms

John B. Smiley, of the Remington Arms Company, Inc., New York, has been elected president. J. G. Heath has been made vice-president in charge of firearms, ammunition, cutlery and cash register sales. He will be assisted by Harry J. Strugnell and George Ruge. The following sales managers have been appointed: Firearms division, George E. Pinckney; ammunition, Roy C. Swan; cutlery, W. G. Shelton, and cash registers, F. W. Hanson.

George D. Smith Joins Rankin Agency

George D. Smith has joined the Wm. H. Rankin Company, Inc., advertising agency, as vice-president. Until recently Mr. Smith was a member of Payne, Burns & Smith, Inc., publishers' representative, New York, now the G. Logan Payne Company.

T. G. Brennan, Advertising Manager, Phenix Cheese

Thomas G. Brennan, formerly advertising manager of the American Sugar Refining Company, New York, Domino sugar and syrup, has been appointed advertising manager of the Phenix Cheese Corporation, New York.



EDITORIAL PERSONALITIES

Marjorie Howard, Paris Fashion Editor, is an authority whose judgment is respected on both sides of the Atlantic. She writes of fashion and fashionable life in a manner as charming and interesting as her prophecies are accurate. After her vacation in America, Miss Howard returns to France for the January collections.

Harper's Bazar maintains its position of excellence and authority through the work of such editors

HARPER'S BAZAR
119 West 40th St., New York
Dominating the INNER • CIRCLE

No. 2 in series

Boston Market More Confused Than Confusing

MUCH has been said about Boston being "different" and "confusing".

The difference is due to an artfully created confusion that has been injected into the method of comparing newspaper advertising values.

In other cities morning papers are compared with morning papers and evening with evening papers. This is difficult in Boston because national advertisers are forced to buy the combined circulations of the last paper in the morning field and the last paper in the evening field. They cannot be bought separately.

The same method is employed in the case of another Boston newspaper with a morning and evening edition. These combinations were planned to create values comparable to that of the first morning paper and that of the first evening paper in Boston.

Hence the confusion — and the “compulsory” and “optional” combinations in Boston. However, the confusion disappears if the same rule is applied to all Boston newspapers — if the first paper in the evening field is added to the first paper in the morning field — *if combinations are compared with combinations and not with individual newspapers.*

Here are the combinations:

| | |
|------------------------------|---------|
| 1st combination (optional) | 655,300 |
| 2nd combination (optional) | 415,584 |
| 3rd combination (compulsory) | 273,240 |
| 4th combination (compulsory) | 250,998 |

Boston American Boston Advertiser

Rodney E. Boone
9 East 40th Street
New York City

H. A. Koehler
Hearst Bldg.
Chicago

S. B. Chittenden
5 Winthrop Sq.
Boston

F. M. Van Gieson
Monadnock Bldg.
San Francisco

Louis C. Boone
Book Tower Bldg.
Detroit

If—

If there were only one printing house in the world there would be no mental effort required in picking the right one to handle that important work of yours. But there are many thousand in New York City alone.

Some are good, and others not so good.

Many people think the Charles Francis Press is about the best of the lot. Of course we wouldn't claim that much, but we are trying hard to make it true.

CHARLES FRANCIS PRESS

461 Eighth Avenue

Telephone Lackawanna 4300

Printing Crafts Building, New York

Some Conclusions on: Are There Too Many Salesmen?

The Second of Two Articles Summing Up the Situation and Suggesting Possible Solutions

By C. B. Larrabee

IN last week's PRINTERS' INK we discussed symptoms and a disease. This week we shall talk of cures. Cures—not cure-alls—because this is a disease with a number of complications, and there is no single specific that will cure them all.

To sum up, briefly, the substance of last week's article, there are nine main reasons

why there are today many more salesmen than a few years ago. Some of these reasons are the result of a natural, healthy business growth. Others are merely slovenly habits into which manufacturers, wholesalers and retailers have fallen, habits which are cutting down the efficiency of merchandising. Carried to an extreme, slovenliness

becomes viciousness and then there arises a real threat against the structure of economic distribution.

Let me repeat what I said last week. The patient, despite the gathering of mourners outside his door, is a pretty healthy customer. There is no feeble picking at the edge of the blanket nor the slightest suspicion of a death rattle in the throat. As a matter of fact a great many excellent merchandising doctors refuse to believe that he's sick at all. Growing pains, that's all. Or perhaps the slight feeling that comes after a merchandising spree, such as the distributive structure experienced during the up-one-day-down-the-next times following the war.

Therefore, while there is no cause to view with violent alarm, there is every reason why all those interested in this great structure of distribution should recognize that everything is not entirely as it should be. A few slight infections, perhaps, and that's all. It is well to remember, however, that the slight infection sometimes be-

comes a sore that requires a major operation. What we are looking for now are those remedies which will cure the infection before it has had a chance to grow.

In studying the remedies you will see that some of them are as much out of the power of the average man to control as the evolution of the *cephippus*. The majority, however, are remedies which the

manufacturer, wholesaler and retailer, with courage to assume leadership can administer.

The remedies are:

1. *Syndicate buying by department stores, chain buying, and other forms of group and co-operative buying.* Today, in large buying centers like New York and Chicago, there are many resident buyers who make the purchases for a number of stores in different cities working as a syndicate. This obviously cuts down the number of salesmen needed. As this movement grows its effects will be more sharply felt. The growth of the chain has had some effect on retarding the growth in the number of salesmen and as there

In an article which appeared in the November 25 issue, E. R. Masback, president of the Masback Hardware Company, wholesalers, raised the question: Are there too many salesmen? The December 2 issue carried a follow-up to this story written by John B. Whalley, a retailer.

The present article is the second of two summing up the different aspects of the subject. The first appeared in the December 9 issue. They are based on information received from over seventy-five bankers, manufacturers, wholesalers and retailers.

seems to be no reason to believe that the chain idea will not continue to grow, this also represents a retarding factor. There are various other forms of group and co-operative buying which, as they tend to increase, will affect the number of salesmen in the United States. It is well to note right here, however, that despite the remarkable trend of recent years toward this form of so-called "group buying," the number of salesmen has continued to increase, which means that this remedy is in the nature of a check rather than a cure.

2. *Consolidations and mergers.* Of recent years there has been a tendency toward mergers and consolidations of capital. This, of course, will have its effect on decreasing the number of salesmen.

H. C. Robinson, senior vice-president, The Guardian Trust Company, Cleveland, says, "I believe the economic trend of thought is for lessening competition. By this I mean that combinations of capital which would make possible the covering of a certain territory by one man instead of fifteen or twenty will be helpful in every direction."

Obviously, manufacturers are not going to bring about mergers just to decrease the number of salesmen in an industry, but such saving is one of the important factors in the forming of mergers. This development is one of evolution, not of design, and is mentioned here only as one of the hopeful signs for the future.

3. *Survival of the fittest.* This will be one of the most powerful factors in reducing the number of salesmen. After all there is only so much business in any one territory. As salesmen increase in a territory, there comes a point at which many of these salesmen cannot get enough business out of the territory to pay their salaries or commissions. Therefore wise management will automatically eliminate the unproductive salesmen.

The president of a large furniture company points out that his company has fewer salesmen today than for many years, because it has

discovered that many of the small towns covered by its salesmen are not producing business because of the intense competition among salesmen.

The president of a company manufacturing fountain pens says, "Our sales force is larger today than ever before and the percentage of cost for selling goods is higher than when our force was smaller. We are working our territories more intensively and also working areas that are more or less not productive which we shall, in the future, eliminate. Our line is not heavy enough to go into smaller places where there is an outlet for our product when the consumption is comparatively small. Therefore we intend to permit this part of the territory to be worked by jobbers who carry a varied line and can afford to go into these smaller places which we cannot afford to cover. Our sales force will be reduced during the coming year. Our volume may not be quite so large but the percentage of profit will be greater."

There, after all, is one quite definite answer to the problem of too many salesmen. As time goes on, more progressive executives will see sales in profit percentages and not in sheer volume and will eliminate those territories which are not truly productive.

4. *Education of dealers to better buying methods.* At the word "education" I know a great many manufacturers will run to cover. They will remember the words of the dealer who said, "Me and my salesmen have been educated to do about everything but sell more goods." Yet education of a kind is the only answer to the hand-to-mouth situation, which, as I showed in the previous article, is one of the chief reasons for the present surplusage of salesmen.

Dealers were educated into it and they can be educated out of it. They listened to the siren call of "Turnover" and were educated, but the education didn't go far enough.

It is the manufacturer's task and the wholesaler's task to show the dealer that the science of turnover and of hand-to-mouth buying

PROVING the POINT of . . . POPULARITY

The popularity of a newspaper is reflected in its circulation figures. Here is vivid proof of the way Chicagoans are turning to the Evening American.

November, 1925

465,220

Daily Net-paid Average

November, 1926

548,234

Daily Net-paid Average

A Gain of More Than 84,000 Copies

When ONE newspaper, selling at a 50% higher price, leads its competitor by more than 125,000 copies, there can't be any question as to which is the leader in its field. There isn't, either, in Chicago.

CHICAGO EVENING AMERICAN

A good newspaper

is a much more exact science than can be summed up by the words, "Buy often. Sell often."

As pointed out in the previous article, dealers have become lazy in their buying and expect frequent calls from salesmen. This means that no salesman dares to keep away from a dealer too long, knowing as he does, that if he isn't around when there is an order to be given, some other salesman, who happens to be there, will get the order.

This is a condition that can be eliminated only by showing the dealer the fallacy of this method of buying, by showing him that he is actually losing money by following such a policy. It will take courage and real co-operative effort on the part of wholesalers and manufacturers who must have sufficient vision to see beyond the ends of their noses and to realize that the situation exists largely because they have allowed it to exist.

Such plans as the concentration plan so ardently and successfully advocated by Edward M. Skinner, vice-president, Wilson Bros., already point the way for other manufacturers. By using the concentration idea in its broadest aspects Wilson Bros., have succeeded in eliminating many troublesome conditions from their own selling field.

Space prohibits going into this matter at length. My object here is merely to throw out the suggestion to those manufacturers who are seeking a solution of the hand-to-mouth situation so that they can work out their own salvation.

5. Obviation of duplication of effort between wholesaler and manufacturer. This is squarely up to the manufacturer and wholesaler themselves. The manufacturer with a spineless attitude toward his jobbers must come out and decide whether he wants the right kind of jobber co-operation, which can be gained only by eliminating his own competition with his own jobbers. The wholesaler must have the courage to take a firm stand against the manufac-

turer who is competing with him and selling to him at the same time. There is no sane reason why jobber and manufacturer should be in competition in selling the manufacturer's product. It is up to the manufacturer and jobber to realize this and iron out the difficulty to the great benefit of the consumer and the retailer.

6. Exclusive jobbing contracts or territorial rights to competing jobbers. The question of exclusive jobbing contracts has been one which has caused a great deal of sometimes bitter argument, and at this time I have no opportunity to go into its merits or demerits. Suffice it to say that a number of manufacturers have found a satisfactory solution of their problems by appointing exclusive jobbers. Obviously such a policy automatically eliminates duplication of effort between jobber and manufacturer and between the jobber and other jobbers.

A manufacturer offers another suggestion which is worthy of consideration. He points out that in a certain territory he has studied, he finds two jobbers who are covering 80 per cent of the retailers and are in competition for their business. He then points out that 20 per cent of the retailers are called upon by salesmen from only one or the other of the two jobbers. He suggests that in such a condition each jobber be given exclusive rights on half the 80 per cent in the territory, with a free field for the 20 per cent where there is no competition between the salesmen. It is a simple plan to explain, but is tied up with many complications. The manufacturer believes these complications can be ironed out by careful consideration of all sides of the problem. His suggestion is offered here as an ingenious solution of a difficult situation.

7. Concentration of wholesalers on smaller number of lines. This is another solution which may seem revolutionary but is founded on common sense. The average wholesaler in almost any line carries several thousand items. Yet he is supposed to know enough

Mail from Females!

THE copy writer hadn't dipped his pen in any Hallowe'en magic. Dennison's space buyer had simply placed the standard advertisement in a magazine that went to 2,000,000 people who had never read Dennison advertising before.

No wonder 100 lines produced 5,215 dime catalogue requests!

For the FIRST time (and at one stroke) the American wage earning masses have become a desirable market—and have found a type of literature so SIMPLY written that they are reading a national magazine regularly. Making reachable for the advertiser a new market—of such gigantic size that it offers the most important single space buying opportunity offered today.

Have you seen the current issue of True Story?

More people pay more money for True Story at the newsstands than for any other magazine in the world.

True Story

the NEW market



Hallowe'en

That's the night for a party!

A NIGHT when mystic spirits are abroad; a night when solemn owls stare and radiant jack o' lanterns peep from windows—

That's the night for a party!

THE BOGIE BOOK

And for a gayer party, the Dennison Bogie Book! Thirteenth edition just published. From it you will discover how to decorate with streamers and bright festoons; how to make appropriate costumes of black and orange crepe paper; how to make fascinating table favors; how to trim the table in Hallowe'en attire; even the refreshments that are most in keeping.

But there is more, too. You will want to know about invitations and prizes. You will be anxious to know the games that never get old—and new ones, also. You will want some weird and haunting ghost stories. All this you need for October 31st. And it is all in THE BOGIE BOOK.

THE BOGIE BOOK

Get the 1925 copy now. Buy it at department stores and many drug stores. The Bogie Book and Dennison's are in goods, or clip the coupon for a free book that costs but ten cents. It is a thing for anyone who is entering Hallowe'en, at Harvest time or any time. Get the 1925 copy now.

DENNISON'S, Dept. 15-L,
Birmingham, Mass.

16 cents for my 1925 copy
BOOK.

Best photo 1/2



WHAT

Dennison's

NEXT



THE BARKER MANUFACTURING COMPANY

[INCORPORATED]

MANUFACTURERS OF THE
BARKER WEEDER, MULCHER AND CULTIVATOR

Officers:

J. F. ZEILINGER, Pres. & Mgr.
CHAS. STOOPS, Vice Pres.
MAUDE ZEILINGER, Sec'y-Treas.

DAVID CITY, NEBRASKA

October 15th, 1926

The Curtis Publishing Company,
Independence Square, Philadelphia, Pa.

Gentlemen:

From our advertising of the BARKER Garden Weeder, Mulcher & Cultivator in The Country Gentleman last spring we received up to September 1, a total of 10,679 inquiries and made 2,702 sales. Our machines sell for from \$9.25 to \$13.45 each.

During the same period we were still receiving inquiries from previous ads in The Country Gentleman, most of these inquiries coming from ads run in 1925 and 1924. To such inquiries we sold 544 additional machines, making a total of 3,246 sales and 11,008 inquiries—a sales record of 29.49 per cent.

Our 1926 advertising started in the January issue, which was out the last week in December. The following table shows results of the five advertisements used last season, with inquiries and sales from each advertisement shown by months:

| Month in which replies were re- ceived and sales made | Jan. ad | | Feb. ad | | Mar. ad | | Apr. ad | | May ad | |
|--|---------|-------|---------|-------|---------|-------|---------|-------|--------|-------|
| | Inq. | Sales | Inq. | Sales | Inq. | Sales | Inq. | Sales | Inq. | Sales |
| December, 1925 | 50 | ... | ... | ... | ... | ... | ... | ... | ... | ... |
| January, 1926 | 1711 | 58 | 319 | ... | ... | ... | ... | ... | ... | ... |
| February | 258 | 68 | 2118 | 128 | 263 | ... | ... | ... | ... | ... |
| March | 85 | 98 | 304 | 178 | 1470 | 156 | 650 | 16 | ... | ... |
| April | 43 | 80 | 76 | 141 | 184 | 145 | 1250 | 310 | 119 | ... |
| May | 17 | 66 | 37 | 144 | 51 | 120 | 185 | 232 | 959 | 298 |
| June | 8 | 25 | 18 | 34 | 29 | 30 | 66 | 82 | 156 | 147 |
| July | 6 | 11 | 12 | 20 | 9 | 9 | 40 | 33 | 67 | 31 |
| August | 10 | 5 | 9 | 8 | 9 | 3 | 43 | 11 | 48 | 15 |
| | 2188 | 411 | 2893 | 653 | 2015 | 463 | 2234 | 684 | 1349 | 491 |

To the above should be added 329 inquiries from advertisements run in previous years, and 544 additional sales, making a total of 11,008 inquiries and 3,246 sales.

This record shows the remarkable vitality of advertisements in *The Country Gentleman*. For instance, in May we sold 298 machines to persons who answered our advertisement in the May issue, and in the same month sold 66 machines from the January ad, 144 machines from the February ad, 120 from the March ad, and 232 from the April ad. Every month's advertisement was still producing inquiries and sales in August.

As a matter of fact, we do not know when a *Country Gentleman* ad can be regarded as through pulling business. Eighteen different ads that we had discontinued using shared in the 329 additional inquiries and 544 additional sales mentioned above. One of these old ads, which was used in one or more issues each year for nearly a decade previous to last season, brought 83 inquiries and 138 sales, and another, which we used only once, and that in the year 1915, brought 5 inquiries and 6 sales, in 1926. We received this last season orders from ads of every year since 1915.

It is needless to add that we are more than pleased with returns from our advertising in *The Country Gentleman*.

Sincerely yours,

BARKER MANUFACTURING COMPANY

J. F. Zeilinger
President

**there is very
little difference
between the
local circulations
of the two
Detroit afternoon
newspapers
but you'd better use
both of these to
cultivate the
market right.**

about each item to sell it. This is obviously impossible.

A leading hardware manufacturer suggests that wholesalers become specialty men, that they cut out a number of lines and sell only as many items as they can expect their salesmen to study and understand. According to his plan there might be twenty jobbers in a large jobbing center with no two jobbers competing on the same line. To overcome the objection that jobbers would be likely to ditch the "nuisance" items he says that there would grow a place for the jobber who would carry and service these items and that such items, when carefully studied, could be taken out of the nuisance class and made profitable to the wholesaler.

"Specialty jobbers with exclusive contracts" sums up this suggestion which has the backing of one prominent manufacturer at least.

8. *Specialty salesmen who do not sell.* This does not mean that the specialty men would not actually sell but that they would not sell in competition with wholesalers' salesmen. Rather they would the highest type of salesmen who would work with jobbers' salesmen to help them better themselves in selling the line. Of course there are already many such salesmen. They are assigned by manufacturers to a single jobber or group of jobbers and go into the field with the jobbers' salesmen and help them. They are really branch managers for the manufacturer although they work wholly with jobber salesmen.

Some manufacturers have tried this scheme and failed. The reason why they have failed is this: They have turned loose a bunch of specialized men who wouldn't let the jobber salesman think or dream of anything else but one product. As a result the jobber salesman has sold a lot of the product but his sales on other products have fallen off. This kind of selfish selling may bring success for a while but ends always in bitter failure.

9. *More intensive cultivation of territory near the factory.* In the

previous article I pointed out that the will o' the wisp of national distribution has led many manufacturers to overlook good sales opportunities at their own doorsteps. Therefore it is suggested that those manufacturers who find distant territories expensive to sell pull in some of their salesmen and work intensively around the factory. There are a great many arguments showing the dealer why he should buy from a factory near his store. The salesman working near the factory has an advantage over other salesmen if he rightly understands this advantage.

This does not mean that manufacturers should give up the idea of getting national business. Far from it. A study of the histories of the most successful national companies shows that they started locally and only extended when they felt that local territories were yielding all the business that was there. There is no doubt that there are many salesmen on the road who are not paying for their expenses because their employers are seeking national distribution, although they are equipped to sell only to sectional trade.

10. *Simplified order methods.* If you are to get the dealer to do more ordering by mail, you must make it just as simple as possible for him to order. Most dealers have an instinctive dislike for an order blank and manufacturers have not done a great deal, as a rule, to simplify the order form so that ordering by mail becomes easy. However, there are some model order blanks which show what can be done to facilitate mail orders.

Many manufacturers do not like mail-order business from retailers because it is costly to handle and because it does not amount to a volume sizable enough to be worth the bother of developing.

Hamp Williams, of the Hamp Williams Hardware Company, a retailer, says, "If the manufacturer and jobber would get out a practical, plain catalog, one that the retail merchant could understand, it would be worth considerably more to us and a saving to

them. Then if they would put their prices in their catalogs they would cut out a large number of their traveling salesmen. If we had a catalog of any value we could get along all right even with thirty days between salesmen's calls."

Of course, no dealer is going to order by mail just because such buying is made easy for him. So long as he has plenty of salesmen to take his orders, he'll let the salesmen do the work. However, if the steps outlined earlier in the article are carried out and methods are found to make the dealer loyal to a house and its products, the next step in riveting that loyalty even firmer is a simplified order blank and a good catalog.

11. *More selling from samples sent by mail.* J. E. Edgerton, president, Lebanon Woolen Mills, Lebanon, Tenn., offers this suggestion:

"I recall the time only a few years ago when we bought our raw materials almost altogether from samples mailed to us. Now we are visited by salesmen almost every day who frequently go without orders and we scarcely ever buy from samples at all. It appears to me, therefore, that there is an economic waste involved in this excess and multiplication of selling machinery."

One doesn't wish to advocate the abolition of salesmen and Mr. Edgerton does not mean that all selling should be done by mail. However, he does show that there might be more of this type of selling.

12. *Sales agencies for non-competing manufacturers.* This is just another term for jobber distribution and would apply only in territories where jobbing facilities are very poor or where jobbers will not sign up for exclusive contracts. It has been suggested by several manufacturers that sellers of non-competing lines might pool their selling by appointing special sales agents in certain territories. These agents would travel salesmen carrying a dozen or so lines.

This is merely another way of saying what was said in Point 7 above. The selling agent is really performing a jobbing function.

The suggestion comes, however, from those manufacturers who believe that the jobber cannot function successfully if he carries several hundred or several thousand items.

The plan has many economic complications and does not successfully perform any functions not now performed by good jobbers. However, it is a plan that might be forced upon manufacturers who cannot get the proper jobber co-operation. It is mentioned here not by way of recommendation but rather to show a certain trend of business thought. In certain lines which are not branded and where a number of mills turn out the same product of good and uniform quality the selling agent idea has been worked successfully.

13. *Work within associations.* The association offers one of the great opportunities to correct the condition of too many salesmen. If the manufacturers in any industry feel that there are too many salesmen in that industry, they should come together in their associations and discuss the problem with the idea of finding ways, not to rig the market, but to correct the evil in a legal manner. Once an association stood solidly behind a business reform it would have little trouble in getting jobber co-operation to put that reform across. For that matter if an association of wholesalers should present a real solution of the difficulty and back that solution with all its power most manufacturers would quickly acquiesce on the reform.

14. *Advertising.* One of the big forces for reform has been and will be advertising. The advertiser who backs his advertising with a sound selling policy goes a long way toward eliminating the uneconomic manufacturer who will not advertise and whose products are not up to the standards that are expected of an advertised product. Also the dealer who knows his business knows that the advertised product has a better chance to sell than the product that is not advertised. Understand that in using the term advertised I mean to include those advertisers who,

"D'Artagnan of Journalism"

TO OUR sprightly contemporary, *The New Yorker*, we are indebted both for the heading of this advertisement and the tribute that follows:

"By its dashing chivalry, its manifest honesty and its high spirits, **THE WORLD** has won the great following that always seeks out the adventurous leader.

"By its hospitable resolve to be entertaining as well as enlightening, it has drawn to its staff the most notable American critics of art, books, music, the theatre, brilliant paragraphers and commentators, and artists who in cartoon, caricature or comic strip convey the salient facts of current American life.

"By its strength, grounded in the intelligence and progressiveness of its readers, and their high responsiveness to its qualities of leadership and vigor, **THE WORLD** qualifies as a **primary medium** for both local and national advertising."

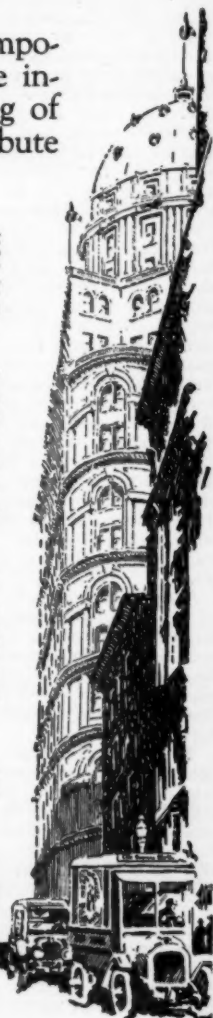
The bold face italics above are our own—thanks!

The  **World**

NEW YORK

Pulitzer Building
New York

Tribune Tower
Chicago



while they may not advertise nationally because of purely sectional distribution, still do strong advertising in their proper territories.

Also advertising in trade papers offers the manufacturer who has a reform to advocate a true medium for his story. In the trade paper he can tell that story to the dealer. Also he puts himself on record before other manufacturers in the industry and sets up a standard which they may well regard for their own welfare.

15. *Not "Too many salesmen" but "not enough good salesmen."* A great deal of the trouble boils down to the fact that there are too many order takers on the road and not enough real salesmen.

E. C. Sammons, vice-president, The United States National Bank, Portland, Oreg., sums this up nicely when he says, "It would seem to us that an efficient organization, selling a nationally advertised article, cannot have too many good salesmen. It strikes us that the matter simmers down to a matter of efficiency of the members of the sales staff, and, of course, their efficiency depends upon the kind of co-operation received by them through proper cultivation of prospects, the printed word in trade journals, newspapers and other mediums, cultivation of the trade through direct mail, displays, etc."

After all the question is not one of too much selling but one of not enough salesmanship. Good salesmanship does not encourage vicious hand-to-mouth conditions, does not encourage duplication of effort among salesmen, does hold dealers loyal to a line.

Therefore, after studying the opinions of the manufacturers, wholesalers, retailers and bankers consulted in the preparation of this article my final conclusion is that better salesmanship, with all that term implies, will pretty well solve the problems presented.

* * *

Undoubtedly there are too many salesmen, just as there are too many retailers, too many children, too many of about everything in the world. Undoubtedly steps

should be taken to correct the condition. Yet I cannot feel too seriously disturbed. The disturbing factors, indeed, are not wrapped up so much in the surplusage of salesmen as in the lack of sympathy among the three big links in the distributive chain. There is far too much bitterness, far too much unwillingness to compromise, displayed by manufacturers, jobbers and retailers.

The big hope of better merchandising lies almost wholly in the bringing about of an understanding of the word of "co-operation" on the part of the manufacturer, the wholesaler and the retailer. The time has come for them to stop pointing their fingers at the next man and to turn to themselves and say, "Me, too. I've got to co-operate to get co-operation."

Batten Elects Directors, Will Admit New Stockholders

At a recent meeting of the stockholders of George Batten Company, Inc., Maurice Collette and R. J. Hayward were elected to the directorate of that organization. Mr. Collette joined the company in 1908 and Mr. Hayward in 1919.

It is also announced that on January 1, 1927, C. Taylor Adams, William B. Benton, T. O. Grisell and Carleton L. Spier will be admitted to the firm as stockholders.

Seattle Chamber Appropriates 1927 Campaign Fund

The trustees of the Seattle, Wash., Chamber of Commerce have approved an appropriation of \$305,000 for the promotion and advertising of Seattle in 1927. The campaign has a threefold purpose, to advertise for tourists, for industries and to assist business already established at Seattle.

Meadowbrook Hat Account to Honig-Cooper

The Honig-Cooper Company, San Francisco advertising agency, has been appointed to direct the advertising account of the Simon Millinery Company, manufacturer of Meadowbrook hats, also of San Francisco.

Trimo Pipe Wrench Account with Ayer

The Trimont Manufacturing Company, Roxbury, Mass., manufacturer of Trimo pipe wrenches, has appointed N. W. Ayer & Son to direct its advertising account.



Still talking about New Orleans

New Orleans is worth talking about, and so is The Times-Picayune's coverage thereof.

Here's Audubon Boulevard—the home address of 55 more than prosperous New Orleans families. 53 of these families are Times-Picayune subscribers.

52 of these 53 Times-Picayune families own their homes and 50 of them own automobiles.

The percentage of Times-Picayune families is as good or better in practically every well-to-do neighborhood in the city, and The Times-Picayune's total home delivered city circulation exceeds by far that of any other New Orleans newspaper. And there's no duplicated, or waste, circulation.

The Times-Picayune is steadily and consistently increasing its leadership in the New Orleans field—city, market radius, home-delivered, daily and Sunday circulation.

The Times-Picayune

IN NEW ORLEANS

Member 100,000 Group of American Cities, Inc.

Representatives: Cone, Rothenburg and Noee, Inc.

Pacific Coast Representatives: R. J. Bidwell Company

HOKUM-POKUM

Could it be that tasting might not be the proof of the pudding?

The stage is set. The convention is over. The market analyst has spoken. The salesmen full of pep and portfolios are marshalled for action. This year we crack the west. Advertising, Distribution, Sales, Profits, Ready!

Lights! Camera!

Ah there! It's Mrs. Banker. She lives in the biggest house in Countyseatville. And reads Fastidious Magazine. She sets the pace (so the handbook says). The soup she serves tonight will grace a thousand pantry shelves tomorrow. Of course, we're selling Beige Hosiery. But it makes no difference. The handbook covers everything—soap, beefsteak and flying machines.

Action!

Mrs. Banker reads of Beige in Fastidious. She asks her dealer—who stocks. And the Beige clad ankles of Mrs. Banker tread Main Street. Tomorrow Countyseatville goes Beige. Ho Hum.

A year passes.

"Beige selling in Countyseatville?"

"Oh yes. Yes, two accounts—the main department store and a shoe store."

"Selling quite a little stuff?"

"Well-er—well, maybe not what we expected. But then these little towns are tough. Beige is a \$1.98 seller, you know. I was just saying the other day I believe we ought to have a cheaper line for that western country. Meet competition, or something."

**SELL
-THIS-
TERRITORY**



Thru-
**Capper's
Farmer**

"Well, who is buying Beige in Countyseatville? Mrs. Banker a good customer?"

"Yes. Yes, she bought a couple of pair all right. Of course, she had to set the pace for Nu-Nude too, you know."

"Well, who is buying Beige?"

"Oh, women. Women and girls and people who live around Countyseatville. I don't know exactly. Of course, old man Jones who owns the big department store, tells me 75% of his business is with farmers."



Women. Farmers' wives. They ride around in Oldsmobiles and Willys-Knights. And send their kids off to college. They read farm papers—like the stories or recipes or patterns or something.

A couple thousand of these women trade in Countyseatville. Beige customers—a few of them. Of course, they don't set the pace like Mrs. Banker. Still, even so, it might be worth while to advertise to them. Might. After all they are the customers—or should be.

Supposing when Beige got to rural America (Capper's Farmer territory) the story of beauty, durability, trim ankles, etc., had been told to the 2,000 in the paper they read—Capper's Farmer.

Supposing instead of Mrs. Banker a hundred women had asked for Beige!

Advertising. Distribution. Sales. Infiltration. Pace setters. Leaders. Hokum-Pokum. And what not.

Could it possibly be that some of the orthodox principles are just a little fallacious?

—M. L. P. for C. F.

Capper's Farmer

Published at Topeka, Kansas, by Arthur Capper

M. L. Crowther, Adv. Mgr.,
120 W. 42nd St.,
New York City

815,000
Circulation

Concentrate Where Your Product Has Distribution

OIL burners don't interest the equator nor does electrical refrigeration intrigue the arctic circle, but reverse the situation and you have a 100% sales opportunity, always, of course, provided you have proper distribution.

Advertise where your goods are on sale. All other advertising is largely wasted energy.

Guard against misdirected advertising energy, even where your goods are on sale, by the simple expedient of informing your prospects where your products can be found.

Protect your dealers and your advertising investment, with the one gesture, by referring your prospects to the proper sources of supply. Add to your bill-board, newspaper, magazine or other advertising copy the words "*For nearest dealer consult your City Directory*," and register your dealers in the Directories of the cities where you have distribution. This plan is not only economically sound but economical as well.

The City Directory represents the greatest concentration of public attention.

Send for booklet, "City Directory Coverage"

R. L. POLK & CO.

National Advertising Representatives

**ASSOCIATION of
NORTH AMERICAN DIRECTORY
PUBLISHERS**

524 Broadway

New York City

Thirty-nine Jobber Salesmen Dissect Advertising

Staff of the H. Jevne Company Reports on Benefits Derived from
Manufacturers' Advertising

By Bernard A. Grimes

THIS article is really of composite authorship. It is based on the contributed opinions of thirty-nine jobber salesmen and reflects their viewpoints on the helpfulness of advertising in two ways. First, how it aids them in getting a dealer to stock a product and, second, when it is stocked, how continuous advertising keeps the product moving from his shelves.

The salesmen are all members of the staff of the H. Jevne Company, Los Angeles. This concern, in addition to manufacturing goods under its own brand, is Southern California distributor for a number of nationally advertised products. The firm undertook, recently, to sound out its salesmen for their candid opinions upon the value of advertising. Its inquiry was in the form of a questionnaire.

So thorough and enlightening was the response that the Jevne company submitted the originals of the salesmen's replies to PRINTERS' INK. C. F. Silverstein, of the company, reports that every salesman but one turned in an answer. With one exception, each reply was written in an affirmative and constructive vein.

In applying the advantages of representing nationally advertised brands, Salesman McNamara strikes at the keystone of successful jobbing representation. "My first purpose should be to acquaint every prospect with the fact that the H. Jevne Company is a first hand on the merchandise in question," he states, "and consequently vitally concerned not only in the sale. I should impress upon the prospect the fact that our interest is unceasing until the goods are in the hands of a satisfied consumer."

His report then comes to the point which, while it has been

made before, is an important testimonial in the controversy of pushing the sale of private brands versus the acceptance that awaits nationally advertised brands, where the jobber handles competitive items. "By constant application the dealer will associate our name with the advertised merchandise," Mr. McNamara continues, "which should result in our receiving repeat business, much of which we are now passing."

Salesman Miller has found that it pays to carry portfolios of advertising matter. He is of the opinion that the majority of salesmen overlook their best cue in their failure to talk more, learn more and do more with advertising. In order that others might be stimulated to cover up this weakness, he submits the following experience:

During the last week I have carried several advertisements from national magazines on Wheatena, calling attention to the foremost circulations carrying advertising in color and it registered either with a spot order or an assurance that when the stock ran low I would be given an order.

For those who cry that both dealer and consumer would be better served if the sums spent in advertising were applied to a reduction in the selling price, there is food for thought in the opinion of Salesman Thompson:

Advertising costs plenty of money and it is hard to see direct results but I firmly believe and know it is easier to sell an advertised piece of goods. The dealer first says: "Create the demand and I will put in the product." Advertising creates this demand.

Advertising opens the door to increased business for the dealer but the opportunity is lost if he makes no effort to hold the door open. The responsibility rests not

only upon the dealer, but it also places an obligation upon the jobber's salesman. His duty is summed up by Salesman Allen as follows:

It is every salesman's duty to urge and endeavor to persuade the merchant to display and really try to sell an item which is being advertised as well for his own profit as for the benefit he will receive in being recognized as a progressive merchant.

What a burden would be eased from the shoulders of advertising managers if all jobber salesmen were to strive in the performance of this duty!

Wheatena, Vegex, White Rock, Jevne's Coffee and Procter & Gamble items all come in for Salesman Bernstein's commendation, who "loves" to sell these products because of their advertising. His sentiments are voiced time after time throughout the reports. Special mention is made of newspaper and magazine copy, outdoor and direct-mail advertising, displays, dealer helps and store demonstrations.

The good-will created for these products spreads itself to the house which handles them and makes its salesmen take pride in this association. Where there is pride in a man's work, he will unstintingly give it his best efforts. This is the contribution of Salesman Anderson, who puts it this way:

I believe in advertising and a salesman should be proud to represent some of the nationally advertised products which we carry. The salesman should pay strict attention at the sales meetings and make careful notes so that he can pass these things along to his customers day by day as he goes about his business.

The most carefully planned advertising would not be so effective unless it were backed up by the salesmen. I think we should take full advantage of all the advertising help we can get.

"Now, darn it, I have got it out and feel better," pertinently closes the report of Salesman A. C. It was written out on the road and was sent to headquarters on hotel stationery. His three-page letter shows that in getting his opinions off his mind he gave much thought to the subject. This report, like that of Salesman Anderson's, em-

phasizes the need for co-operation. Several excerpts follow:

I am trying to sell groceries and if advertising helps even a little, off goes my hat and I say "Thanks." If my machine were stuck in the mud and a fellow happened along and offered to hook on in front of me, I would not argue with him. His little pull would help me out of a hole . . .

A salesman's duty is to accept everything in the way of advertising. It is up to him to start the load up the grade and advertising is the final boost that helps put it over the top. We must first prove ourselves worthy of the help.

Salesman Bayfield thinks his house is fortunate in controlling such items as Ry Krisp, Wheatena, Vegex, White Rock and Crisco "as a jobber having a good controlled list has the advantage over other competitors. Hooked up with magazine and newspaper advertising this is the means of reaching thousands of consumers and we all should take advantage of it."

Constant mention by a salesman to his customers of all the advertising that is being done for his line and of the dealer helps that are available for their use, according to Salesman Bourgeotte, causes him to take a greater interest himself. The following is from his report:

A salesman who will avail himself of the advertising matter on the many exclusive items we have, together with the splendid newspaper and magazine advertising now appearing, will find a decided increase in his business on these items. He will have a complete knowledge of what is being done and he will be able at all times to give an intelligent answer and have an interesting story to tell his customer.

Sixteen salesmen report that it is their experience that dealer helps and display material are a definite aid in moving stock and are valued accordingly by dealers. Salesman Hoggatt is not content just to leave the material in the store. He installs his displays and wall trims himself. So does another member of the Jevne staff who reports that the proper placing and taking care of such material produces good results, while a third sees to it each week that

Again We Ask—Do You Buy On a Rising Market

?

“Lots o’ congratulations
on the new
book—it’s
a wow!”

[*Theodore Roosevelt tells what he thinks*
of prohibition, in the January issue]

Success Magazine

TWO FIFTY ONE FOURTH AVENUE, NEW YORK

the displays are kept up, "for a product well displayed is half sold."

Window display advertisers will be pleased with Salesman Mitchell's comments on this form of advertising. He describes these displays as "silent salesmen, working day and night and never asking for a raise."

In several of the reports the salesmen go on record regarding the assistance which nationally advertised products offer in placing the jobber's own line of merchandise. Demand created for an advertised product gets the dealer into a buying frame of mind and the resistance which must be broken down to get him to make favorable decisions is considerably lessened when he places orders for advertised brands.

Capitalization of the consumer confidence created by advertisers is a sales asset not overlooked by Salesman Lund. He sets out to convince his customers that more money is to be made on the products handled by his firm because every article is guaranteed. His customers, in turn, will tell this to the consumer who becomes a steady user.

Enough has already been quoted to show that these jobber salesmen recognize it as a duty to work shoulder to shoulder with the advertiser in obtaining distribution for his product by getting their dealers to take advantage of the sales demand stimulated by advertising. Salesman Feagans offers some suggestions as to how this duty may be executed in the following:

The initial step is to see that relative interest of purchase is aroused in the mind of the merchant, first by forcibly explaining to him the merits of the item advertised, then outlining in detail the advertising that is being done. The dealer should be convinced that it will create an interest in the mind of the buying public just as it has awakened an interest in his own mind. Offer him an opportunity to make a profit on such merchandise by having a representative part of the public buy it from his store.

Show him that as an up-to-date merchant he should stock the goods rather than allow his customers to force him to carry the merchandise or purchase it

elsewhere and transfer their interest to another merchant who has attracted them by doing the thing he has failed to do.

What balm there is for those sales managers whose goods are distributed by Salesman Feagans! He has a determined follow-through which polices the product to its ultimate destination. His job does not stop with an order.

"My next duty is to see, so far as possible, that the sale is completed," explains Salesman Feagans. This can be done by:

(1) Displaying or influencing the merchant to display the goods prominently and seeing that the attention of each customer is called to the display with suggestions of purchase.

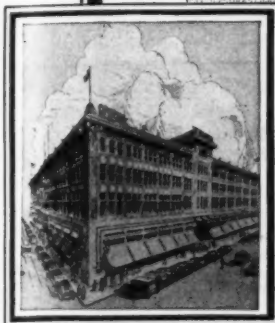
(2) Placing store cards, streamers, window strips, price cards and attractive sales slogans.

Do some salesmen think this is going to too much trouble? Listen to Mr. Feagans' experienced observation: "These things all aid in accomplishing the aim but the final punch can be given only by the merchant himself in closing the sale. If I have sold him thoroughly in the beginning, he is enthusiastic enough to do this."

Against this chorus of advertising praise there is the small voice of the lone salesman who sings a gloomy solo. Food advertisers will want to have his opinion because it differs so radically from those already given. He says, in part:

Food advertising as generally practiced by food manufacturers seems to me to be advertising in its worst form. If the manufacturer would spend as much money working for minimum resale prices carrying a profit to the grocer as they do on helping the chains cut prices, the grocery business would be in a much healthier condition.

The Jevne company is greatly pleased with the results from its questionnaire. It revealed a marked insight into the principles of business co-operation on the part of its staff. In the midst of the contention regarding the support given by jobbers to advertisers, the opinions of these jobber salesmen should do much to throw light on the attitude of the men who are in daily contact with the dealer.



Now Bigger than Biggest

SIXTY-FIVE YEARS AGO, Cohen Brothers demonstrated their ambition by establishing "The Big Store", in Jacksonville.

In 1910 they built the St. James Building, the *biggest* retailing structure in the city, and now—finding that inadequate—Cohen Brothers are spending several hundred thousand dollars to make the biggest store—bigger!

Just a sidelight on the consumer market of Jacksonville.

Cohen Brothers, The Big Store, uses liberal space in The Florida Times-Union—pushing the products of many national advertisers who are alert to profitable territorial demand.

Indeed, many alert Jacksonville retailers quickly tie up their sales efforts with national copy appearing in—

The Florida Times-Union
JACKSONVILLE, FLA.

Selected op

REGISTERED MAIL
NUMBER 11 OF SEPTEMBER 15, 1926, LATE 1926
AND 1927

MADE IN AMERICA
REGISTERED

MADE IN AMERICA
REGISTERED UNDER U. S. PATENT OFFICE
A. B. PATENT OFFICE A. B. PATENT OFFICE
REGISTERED COMPLETE PAPER 1926



Hecker-H-O Company INC.

EXECUTIVE OFFICES, CHESTER BUILDING

MILWAUKEE, WISCONSIN AND NEW YORK OFFICES

BUFFALO, N.Y.

September 16th
1926

The Herald Traveler
Boston, Mass.

Att'n. National Adv. Mgr.

Dear Sirs:



We are pleased to tell you that The Herald Traveler will carry our 1926-27 newspaper campaign for Hecker's Cream Farina. Hecker H-O products have long been known for their dependable quality. This fact has been constantly kept before the people of Boston through your paper.

Experience has shown us that our expectations for sales increase in your territory have always been fulfilled. Through your efforts, Boston continues to be one of our best territories.

This letter is written to give credit where credit is due. For your hearty cooperation is really an extra selling force that insures complete results. We must acknowledge the unusual reader interest of The Herald Traveler which shows itself in the increasing number of people of Boston who use and recommend Hecker H-O products.

Respectfully yours,

HECKER - H-O COMPANY, INC.
Advertising Department

David McDevitt
Advertising Manager

HMSchneck-1

Advertising Representatives:
Geo. A. McDevitt Co.,



280 Park Avenue,
New York, N. Y.

914 Peoples Gas Building
Chicago, Illinois

performance alone

It is significant that advertisers who have once used the Herald-Traveler to reach the Boston audience usually select it again and again. Once the effectiveness of this paper in influencing sales has been made known by experience, its inclusion in subsequent campaigns is inevitable. For a typical example of the manner in which the Herald-Traveler is regarded by those who have tested its power, see the letter from the Hecker-H-O Company, Inc., reproduced opposite. Quotas always met—Boston “continues to be one of our best territories”—“Credit where credit is due”—“Hearty co-operation”—“Reader interest.” These things have made the expenditures of the Hecker-H-O Company in the Herald-Traveler profitable, as they have for hundreds of other manufacturers. They are at the command of everyone who wishes to enter the Boston market, or to increase his business therein. To those who think Boston a difficult territory, let us say that it is not—it is only an unusual one, containing two distinct population groups. We are ready at all times to explain to advertisers what methods must be used and what media chosen to ensure merchandising success in Boston.



Business Boston is a wheel, not merely a hub.

BOSTON HERALD-TRAVELER

For five years the Herald-Traveler has been first among Boston daily newspapers in national advertising, including all financial advertising. For the first 10 months



of 1926 the Herald-Traveler carried 3,307,789 lines of national advertising including financial, leading the second paper by 700,558 lines.

A Tale Truthfully Told Out of School

WHEN a venture becomes dramatically successful, its story is no longer a tale told out of school.

For every thousand dollars invested in *Herald-Tribune* space, JAMES WALLEN has received thirteen thousand dollars in fees—directly resulting from this advertising.

James Wallen

PERSUASIVE ADVERTISING

COPY AND PLANS

Wallen House

5020 Goodridge Avenue

Fieldston, NEW YORK CITY

Reprinted from the
New York Herald Tribune
December 6th

Agency advertising in the New York Herald Tribune is advertising well directed because the Herald Tribune reaches the progressive executive in the World's Greatest Market.

As display advertising is productive of new business so are the Want-Ad columns of the Herald Tribune effective in fitting the right advertising man to the right advertising job.

NEW YORK
Herald  **Tribune**
for RESULTS

Satisfaction for Space Buyer and Space Seller

A Plan That Gave an Advertising Manager Time to Do Other Things and to Rise to Bigger Jobs and That at the Same Time Satisfied Space Salesmen

By Albert E. Haase

IN a very brief note the president of a certain manufacturing business asked me to call on him at my convenience. This manufacturer, a national advertiser of considerable repute, has a record showing a rich experience with all phases of the subject of advertising. He was the advertising manager of two different businesses in his younger days. Before becoming head of the business he now owns he was a part owner of an advertising agency. There are at least five men counted as "successes" today who received their first advertising training at his hands. When I called he started a discussion of the troubles of advertisers and agencies with space salesmen.

"Last month," he said, "PRINTERS' INK had an article on space salesmen, by the president of the Association of National Advertisers. That subject is always cropping up in PRINTERS' INK. It's a good one and I don't blame you for keeping your columns open to it. You've got to. I can see that. It affects the livelihood of so many people.

"Time and again, as I have read discussions on this matter, I have been tempted to write and tell my thoughts, but I just haven't done it. Now I am going to tell you and you can make such use of them as you want, on condition that my name is kept out. There's no need for bringing in a personality anyway. Besides, what I say might be misinterpreted by some people who were associated with me when I was in the agency business as a space buyer. I don't

mind saying right now that most of the blame for the situation can be attached to advertisers and agencies.

"There are two conditions that befuddle and mix up this whole situation for advertiser and agent.

"The power of the press! 'A friend at court.' There's one reason. Somehow or other, at one time or another, every last man in an advertising agency and every individual who has any authority in a business which buys advertising, becomes obsessed with the idea that it's a good thing to have a 'stand-in' with publications. Mind you, they never speak of that desire to anyone. They keep it to themselves. If you could get them to talk honestly they would say something like this:

"I never know when I might need a newspaper's help. Might be trouble in the family that I would want to keep out of the papers.' That's one-half of the confession. The other half would be something like this:

"Newspapers and magazines are always good topics of social and business conversation. I can make an impression if I can speak of Dayton of the New York *Evening Journal*, Louis Wiley of the *Times*, Nelson Peabody of *The Atlantic Monthly*, or Stanley Lathshaw of Butterick. My friends will certainly think I have a real pull in the publishing business.'

SALESMEN WHO "MUST BE SEEN"

"There's what makes the space-seller's job different from the job of almost any other salesman in any line of business. Everybody in the advertiser's business and everybody in the agency business wants to know him; wants to pat him on the shoulder and wants

* "A National Advertiser's View of Space Salesmen," by Edward T. Hall, vice-president Ralston Purina Company, PRINTERS' INK, November 4, page 109.

to let him understand that they're pulling for him. And that's the reason, too, why so many space buyers and advertising managers lack the courage to give a definite answer to the representatives of many publications.

"Talk to any space salesman who has been in that line for five years or more about this subject. You'll find that he can reel off innumerable yarns on how he met the secretary of some advertised business at a party; got friendly and then got an invitation like this: 'Go and see our advertising manager. He's a nice chap. I'll tell him to take care of you for a couple of pages.'

"Old-man secretary wants to be a good fellow. Wants the publisher's salesman to think well of him. But all the time he knows that this salesman isn't going to get the business. He is just kidding himself and the salesman."

"Every organization, advertiser or agency, is going to have a great deal of unnecessary worry on this problem of space buying so long as misinformed executives keep in their minds the idea that they can get a standing with a newspaper or magazine by sticking their fingers in the space-buying pie and by trying to make a salesman believe that they can fix things for him.

"I am not going to tell you how to change such a condition. That would be assuming that I had ideas on the question of changing human nature. Just use my remarks on this subject as you have put them down. They'll hit home. Almost everyone who reads them will know that they apply to themselves. They won't admit it. But they'll know it.

"The second reason, as I see it, for the trouble that advertising managers and agencies have in their contact with space sellers, is a lack of system. The job isn't organized by the buyer. I have in mind particularly the advertising manager. The agent has been learning how to organize the job. The agent started to learn how when he first honestly appointed one member of his organization

as space buyer. The advertising manager must learn honestly to systematize the job of space buying."

This advertiser then proceeded to outline a plan which he worked under and which he later applied.

His first job of any importance was that of assistant advertising manager of a business in which he later became advertising manager. This particular company was then and still is in the first flight in so far as its size as an advertiser is concerned. In his day, as now, it was called on by an army of publication solicitors. It was his duty as assistant advertising manager to see every solicitor who called. His office led directly to the reception hall. In that reception hall there were no chairs—and purposely so. It was reasoned that if a salesman couldn't sit down while he was waiting, he would become impatient and would send his name in a second time far more quickly than if he were comfortably seated. The idea was to keep the assistant advertising manager moving on his job.

He would listen to each salesman's story, but he would also ask questions. The answers to those questions he put on a card in the salesman's presence. When the salesman had told his story and answered the questions put to him, he was told that a definite answer would be given to his proposition on a certain date and was either asked to communicate with his interviewer or to look for a letter from him.

The records of each interview together with such other information as the assistant advertising manager thought necessary were regularly laid by him before his chief. The advertising manager made decisions from those records without influence of any personality. When he had made his decision he noted it on the records and returned them to his assistant.

The assistant then transmitted that answer to the salesman. "The big point," said this advertiser, "is that the man the salesman sees and tries to sell is the man who gives that same salesman his final an-

190,000
Daily

Los Angeles Examiner

400,000
Sunday

5c DAILY

DECEMBER 16, 1926

10c SUNDAY

LOS ANGELENOS MORE ABLE
TO BUY THAN ANYBODY ELSEANALYSIS SHOWS
\$1,107 PER YEAR

The people of Los Angeles County, California, have more money to spend, per person, than the individuals of any other county in the United States—and that means of any similarly large group in the world.

The revelation of Los Angeles County's high standing in purchasing power comes as the result of an exhaustive analysis on "The Development of a Basic Purchasing Power Index by Counties," made by H. G. Weaver of the General Motors Corporation, and for which he was awarded the 1925 Harvard Award of \$2,000 for Scientific Research in Advertising. Weaver's analysis was reprinted in large part in the April, 1926, issue of the "Harvard Business Review."

Inasmuch as final sales are inevitably made to the individual, Weaver's figures are creating a good deal of discussion throughout the advertising world. In the author's own words:

"As a matter of general interest the effective per capita incomes, representing purchasing power by counties, range all the way from \$123 per person per year, in the case of Itawamba County, Mississippi, to \$1,107, in the case of Los Angeles County, California. This wide range of variation in per capita purchasing power emphasizes the economic necessity for a careful discrimination between markets."

L. A. EXCHANGE IN
10 CONSECUTIVE
RECORD MONTHS

OCTOBER,

1926, was another record-breaking month for volume of sales, as well as valuation on the Los Angeles Stock Exchange, with a total value of \$18,329,868, and was the tenth consecutive month to establish a new record.



Heart of Financial District of Los Angeles

October, 1926, showed sales having a value of \$18,278,483, or about 20 per cent less than in 1925. The first ten months' trading of 1926 showed sales recorded through the Exchange, as having a market value of \$178,724,212, or almost double the amount for the corresponding period in 1925, when the total was \$90,546,749, and for the entire year of 1925, only \$122,298,886.

Thus, Los Angeles County is indicated as one in which people are better able to afford the good things of life—the things that are advertised to them—than can the people of any other county in the nation. Other recent figures showed Los Angeles to be the only large city in the world where per capita wealth INCREASED with added population.

For comparative purposes, Weaver's figures showed the purchasing power per individual in St. Louis County, Missouri, to be \$828 annually; in Philadelphia County, Pennsylvania, \$772; in Denver County, Colorado, \$891, and in Milwaukee County, Wisconsin, \$858.

*Largest morning and Sunday circulation
West of the Missouri*

swer. To all outward appearances the interviewer has the final say. It is of no value for the salesman to go over his head. If the advertising manager injects himself into the interviewing process he spoils the plan."

When this advertiser rose from assistant to advertising manager of the company where he first came across this plan, he continued it. He trained in that company as his assistants, two men who later were, for some years, space buyers in two agencies of importance. When he became advertising manager of a competing business and later an owner of an advertising agency he carried the plan with him. "It works just as well for an advertising agency as for an advertising manager. You know as well as I do, if you stop to think," he said, "that the space buyer of my agency uses that same system. I told him about it some years ago. You've never heard a salesman complain about not getting a hearing at that agency, have you? That space buyer has multiplied himself. He has four young men as his assistants. Each has authority to listen to and answer solicitors for various kinds of mediums. No account executives, no contact man, no other officers of the agency see space salesmen. The head space buyer makes the final decision. He works it just as well, if not better than I did when I was in the agency business. In fact, he has worked it so well that he is now an officer of the agency. So was I, but then I bought my position when I went in. He has earned his by using his head and multiplying his energies. He has had time to do things that would advance him in the agency."

"There are many advertising managers in this country who could rise higher in the councils of their companies if they would follow out this plan. The reason is simple to see. If they have sufficient good sense to apply this plan they'll have sufficient good sense to use the extra time it gives them to grab new responsibilities and new opportunities."

"I've got just one more remark

to make. The article in **PRINTERS' INK** last month talked about a 'buffer.' That idea is wrong, all wrong. If this plan makes any impression on any of your readers don't let them get an idea that it calls for a buffer. If you think of the man who sees space salesman and who gives them an answer as a buffer, you're lost. Think of him as one who gets all the data upon which you decide and as the one who transmits that decision with authority to the space salesman."

Advertising Influences Change in Tea Consumption

There has been a marked change in the kinds of tea consumed in the United States from green to black teas, according to George F. Mitchell, supervising tea examiner of the Bureau of Chemistry. In the opinion of Mr. Mitchell, the advertising campaigns conducted by India, Ceylon and Formosa tea growers are responsible to some extent for this change.

A recent report of the Federal inspectors of tea, which is part of the annual report of the Bureau of Chemistry, shows that out of a total of 98,500,000 pounds imported during the year ending June 30, 1926, 61½ per cent was black tea; 27½ per cent was green tea; and 11 per cent oolong.

The source of last year's imports, according to Mr. Mitchell, is also proportionate to the expenditure for American advertising. The British colonies, Ceylon, India, etc., sent 45 per cent of the total import of the United States, Japan and Formosa approximately 31 per cent, China about 14 per cent, and the Dutch East Indies about 10 per cent.

Rand Kardex Reports Net Profit and Sales

Rand Kardex Bureau, Inc., Tonawanda, N. Y., reports for the twelve months ended September 30, 1926, a net profit of \$3,082,823, after charges. Net sales for the quarter amounted to \$5,664,288. For the year ended September 30, net sales were \$21,377,895.

Cordial Account for Martin-Gessner Agency

E. A. Zatarain & Sons, Inc., New Orleans, has appointed Martin-Gessner Advertising, Inc., New Orleans advertising agency, to direct the advertising of Pa-Poose Cordials. Territorial newspaper campaigns will be conducted.

Clifton D. Dush, formerly with Charles F. Dowd, Inc., Toledo advertising agency, has joined the copy department of the H. L. Stuart Company, Cleveland advertising agency.

"The best pulling power per advertisement"

From statements by Mr. W. D. Walker, Director of Sales and Publicity, Bloomingdale Brothers, and for many years Assistant Advertising Manager at Wanamaker's.

"WHEN I state that the tabloids represent the best pulling power per advertisement, I mean that to reach the people who take their buying seriously these newspapers are the best medium. I am not talking about those persons to whom buying is an incident in their daily lives

"... the upper stratum of society — the comparative few," Mr. Walker says "... are not vitally interested in the things they buy. Their concern is with the important events in their own lives. Their purchasing is a mere incident of their existence....

"It is the great mass of people with whom the large purchasing rests. These people are today reading the tabloid newspapers because in them they find the romance and adventure they miss in their own lives."

This is quoted from WOMEN'S WEAR, which also refers to a previous statement of Mr. Walker's "that the metropolitan tabloid newspapers are growing while the peak years of the other newspapers are in the past;

"that these tabloids appeal to 95 per cent of the population while the other newspapers draw the purchasing power of the persons whose interest lies in conservation, accumulation, investments, etc."

DAILY MIRROR

carries the advertising of MORE N. Y. department stores than any other tabloid newspaper.

Circulation now over

400,000

Latest publishers' statements to A. B. C. show the daily Mirror with 371,465 is well ahead of these other New York Daily Newspapers

| | |
|--------------------|---------|
| Times | 352,194 |
| Evening World . . | 295,298 |
| Herald Tribune . . | 290,454 |
| World (A. M.) . . | 283,772 |
| Sun | 262,700 |
| Graphic : | 242,506 |
| Telegram | 207,060 |
| Post | 34,080 |

Note: For each cent-per-line invested in advertising, the Mirror gives at least 1270 MORE circulation than any of the above.

ADVERTISERS HAVE "DISCOVERED" THE CLASS MARKET

The highly prized "class" market can be successfully cultivated *only* through magazines that make a natural appeal to refined, cultivated, well-to-do people. This fact is every day becoming more convincingly evident to advertisers.

Class magazines have been writing new advertising history for the past five years. They have shown to advertisers a new and more direct way to influence the dealer, to find new outlets, to build prestige, for their products.

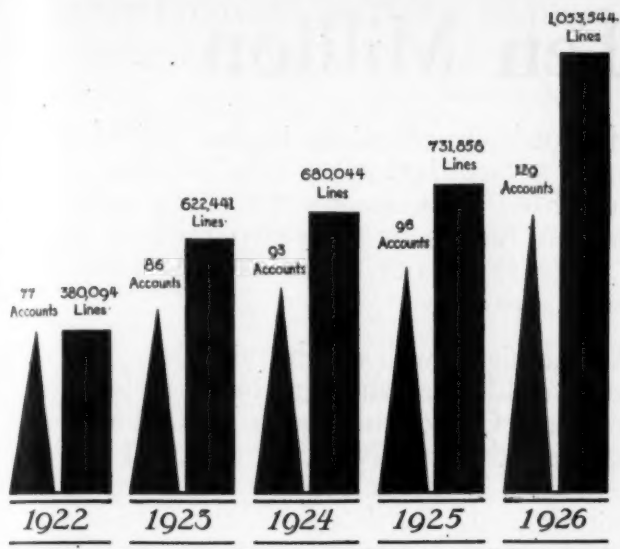
Many well-known "Quality" products have been lifted into national prominence by the use of Class magazines alone.

Their achievements in sales building, (based on directly traceable results) have been nothing short of phenomenal.

The Condé Nast Group—Vanity Fair, Vogue and House & Garden—has played an important role in making advertisers "quality conscious."

Why have these magazines been so successful in this work? Because, both editorially and in a circulation way, they are the most thoroughly equipped to bring advertisers into instant and intimate contact with this most desirable and greatest money-spending market in the world.

The advertising record of the Condé Nast Group, for the last five years, is graphically shown on the next page.



Advertising Record of the Condé Nast Group

In 1922 77 advertisers used 380,094 lines.

In 1923 86 advertisers used 622,441 lines.

In 1924 93 advertisers used 680,044 lines.

In 1925 96 advertisers used 731,856 lines.

In 1926 129 advertisers used 1,053,544 lines.

This is not a record of the total lineage appearing in *Vanity Fair*, *Vogue* and *House & Garden*—it only records the number of advertisers and their lineage appearing in *all three magazines*.

Truly the advertising world has “discovered” the Class Market through

THE CONDÉ NAST GROUP

Vanity Fair, *Vogue* and *House & Garden*

All members of the Audit Bureau of Circulations

Ten Million

Mail order publications in the United States have a circulation of ten million copies monthly. This means that they cover ten million homes or forty-two million people. That's forty per cent of this country's population.

A field mighty well worth trying out. The best test would be a campaign in *The Household Journal*. Our circulation is 700,000 and is all paid in advance. Not only that, but it is concentrated in the rich towns and villages of the middle-west. Furthermore, the rate is right, \$2.75 per line or \$1550 per page.

Let us discuss it with you.

The HOUSEHOLD JOURNAL

IRA E. SEYMOUR, *Adv. Mgr.* Batavia, Illinois

Chicago Office
Rhodes & Leisenring, *Managers*
Bell Building, 307 Michigan Blvd.
Central 0937

New York Office
A. H. Greener, *Manager*
116 West 39th St.
Room 825

Charter Member of Mail Order Publishers Assn.



Christmas Seal Your Christmas Mail

Secretary Hoover and Aides Explain Commerce Department to Business

The Department of Commerce Tells the Chemical Industry Facts That Every Business Man Should Know

Washington Bureau
of PRINTERS' INK

THE most important feature of the Chemical Conference, held in Washington this month, was the revelation of the usefulness of the service furnished by the Bureau of Foreign and Domestic Commerce to the chemical industry. This fact was emphasized by several of those in attendance, who said that while they had made use of the service, they had no previous realization of its extent and possibilities as an important factor in the development of foreign trade. The conference was attended by more than 200 high officials of representative companies, and their interest in the methods by which the Bureau was instrumental in creating business and savings to the amount of nearly \$400,000,000 last year indicated that the facts disclosed, or some of them at least, will be of value and interest to members of all other American industries.

The meetings were addressed by Secretary of Commerce Hoover, Julius Klein, director of the Bureau, and eleven chiefs and officials of the various divisions of the Bureau. Of course, there were other talks but those speeches by Government officials were the only ones of particular interest to the readers of PRINTERS' INK. The discussions ranged from the aims and activities of the chemical division, through all of the methods and practices necessary for successful merchandising abroad, to an appeal by Secretary Hoover for a more intelligent understanding and co-operation between industry and the Government. Further indication of the value of the meetings was the unanimous and enthusiastic vote to hold a second conference next year.

An outline of the structure of the Bureau and the position of the chemical division in the organiza-

tion, was presented by C. C. Concannon, chief of the division. Early in his talk he explained that the phases of industry falling within the purview of his division were dyes, heavy and industrial chemicals, drugs and pharmaceuticals, fertilizers and fertilizer materials, plastics, explosives, paints, naval stores, pigments, toilet preparations and many similar items. His organization is devoted to the development of business, the tools being statistics, reports and other results of research and investigation.

Mr. Concannon referred to several regular publications of his division which have been described by several previous articles in PRINTERS' INK, and then mentioned as an outstanding example of statistical service the monthly dye list which shows in minute detail every importation of dye received in this country from abroad. "This list is usually distributed," he said, "within a few days after the close of the month under review and from this consideration alone is a unique example of statistical service. Needless to say, we are anxious to extend this type of service and, as a matter of fact, in so far as the entire statistical work of the Bureau is concerned, there is constant modification and change in accordance with what we ourselves may think is called for, or as is very frequently the case, in accordance with some expressed desire on the part of industry itself."

PURPOSE OF BUREAU

Julius Klein declared that the purpose of the Bureau of Foreign and Domestic Commerce is to give the business men of the country an opportunity to collect dividends on their compulsory investment in Federal taxes. That the organization is succeeding in its purpose, he added, is evidenced by a com-

parison of expenses with the results produced, which is in the ratio of less than one to one hundred.

To illustrate the procedure of the service. Dr. Klein referred to a number of inquiries which had been received by the Bureau that morning. One was from an insecticide manufacturer, and was cited because it was typical in form of those inquiries which the Bureau particularly desires. It told all about the manufacturer's business, or at least all that was necessary to know to give him satisfactory answers to the questions he asked regarding the development of foreign business.

THOUSANDS OF INQUIRIES ARE
RECEIVED EACH DAY

Another inquiry was from a manufacturer of adhesives who wanted statistics on the extent of poster advertising in all parts of the world, and after referring to about ten similar inquiries, Dr. Klein explained that they had grown from about 700 a day in 1921 to an average of about 7,500 today. About one-half of these inquiries are cleared within forty-eight hours, and many within twenty-four hours. The balance require special investigation which delays the answers several days, as a rule.

Dr. Klein also stressed the importance of the service offered by the branch offices of the Bureau. He referred to these as branch service stations, and said that it is probable that business men can secure much of the information they need from them at an appreciable saving in time. To illustrate this, he told of a meeting in New York at which several hundred manufacturers were discussing their problems. On one subject it was apparent that certain technical information was necessary before it would be possible to reach a satisfactory conclusion. Several men who were familiar with the problem expressed the opinion that it would take at least a month to secure the information. However, a member of the organization of the Bureau's New York branch was present, and he obtained the

information from the files of his office within twenty-four hours.

In closing, Dr. Klein pictured the dangers resulting from frequent changes in the executive staffs which manage foreign business for American companies. This, he said, constitutes an endless source of complaint on the part of foreign agents and representatives. Frequently, in prosperity, our manufacturers neglect or discontinue their foreign relations because the business is relatively small; but Dr. Klein explained that this attitude is detrimental to all of our foreign business, and pointed out that for the individual firm the time may come when a matter of only 5 per cent of its volume sold abroad may mean a difference between black ink and red ink on its balance sheet for the year.

The transportation division, according to the address made by Norman F. Titus, its chief, includes the field of communications, dealing with railways, shipping, shipbuilding, inland waterways, highways, motor transport, packing, warehousing, storing, as well as with postal, telegraph, telephone and radio communication and the transportation aspects of aviation. Mr. Titus discussed these subjects briefly, as they pertain to the chemical industry, pointing out that packing, warehousing, storing and transport are big dividend producers when they have the attention of trained engineers. He concluded:

"Some firms have reduced their container material one-half and have obtained a stronger package; others are using five or ten tons of extra lumber daily in packages, and are paying freight on this extra weight as well. Other firms have gangs of laborers piling up goods when half the number with tiering machines could do the job. Long delays in cartage—with trucks costing six cents per minute in overhead—consume profits. One hour in West Street, New York, would convince one of the boundless opportunity for improvement in cartage and terminal operations."

In outlining the service of the division of foreign tariffs, Henry Chalmers, chief, explained to the

conference that, through his organization, the Government places at the service of the exporter in the chemical and other trades what many concerns frequently need but cannot themselves afford to maintain—a staff of expert advisors on the problems arising out of the official conditions of getting American goods into foreign markets.

Foreign advertising was the subject of the talk delivered by Eric T. King, chief of the specialties division, who explained that because of the great diversity of commodities and the extremely diverse merchandising methods to which his organization is devoted, it is also charged with the collecting and disseminating of data relative to advertising in foreign countries. This work in advertising, he said, is watched over by a committee composed of one representative each from several national advertising associations and a group of advertising agencies which specialize in export advertising, and continued:

"It is probably superfluous to point out that it is not our function or purpose to trespass upon the province of organized business. Therefore, our service is primarily based on the dissemination of facts. We will not attempt to prescribe advertising methods any more than we will attempt to prescribe medicine. In our publications we attempt to avoid definite recommendations or expressions of opinion on controversial subjects."

Mr. King explained that the files of his office contain a considerable amount of exhibit material, such as newspapers, magazines, posters, display cards and the like. He said that this exhibit material is available for loans to interested firms for a reasonable period of time on specific application.

He next discussed the nature of the reports received by his organization, saying that they include illuminating discussions of the buying power, habits and predilections of the people of various countries, together with discussions of the particular languages or dialects necessary to reach them, or perhaps such comment on the literacy

of the people as to indicate the form of advertising best suited to reach them. The reports also refer to laws and customs in some countries which have a direct bearing on advertising. For example, it was Mr. King's understanding that advertising copy destined for any publication printed in Switzerland must be cleared through a certain advertising agency in that country, and that pre-knowledge of the fact would save time and money for American advertisers and their agents. "In France, should you retain an advertising agency for a given insertion, and should you then retain another agent within a year thereafter for a similar purpose, the first agent may recover a full agency commission from you covering all such subsequent transactions during that period. This should serve to suggest quite clearly to you what we have to give in the way of information."

In outlining the service of the commercial laws division, C. J. Junkin said that of particular interest is the field of trade-marks and trade names—in other words good-will. He explained in detail the necessity of guarding against trade-mark pirates abroad, a subject that has been thoroughly treated in *PRINTERS' INK*.

A JACK OF ALL STATISTICS

The activities of the finance and investment division were explained by Ray O. Hall. E. Dana Durand, chief of the division of statistical research, said that his organization while not a "Jack of all trades," is certainly a Jack of all statistics, its business being to furnish statistical information regarding the many subjects which do not fall in the scope of the other divisions. T. W. Delahanty, assistant chief of the chemical division, spoke on the subject of chemical opportunities abroad. Louis Domeratzky, chief of the division of regional information, explained to the conference how his division presents international economic factors.

John Matthews outlined the service of the Domestic Commerce division. He said that the most important of all activities of the division is the series of regional

market analyses covering all commodities for the area investigated. He explained the purpose of these surveys, which have been discussed in previous articles in **PRINTERS' INK**, and in regard to future activities of the kind had this to say:

"A second regional market survey was undertaken for the South-eastern States, covering North and South Carolina, Georgia, Florida, Alabama and eastern Tennessee. This is a section that is generally homogeneous in the character of its population and also to a large extent in its industrial and agricultural life. This report will be published in 1927.

"New England was selected for the third regional market survey. When finished, probably about the middle of 1927, this survey should present the most complete report of industrial and commercial practices and sales possibilities in New England which has ever been issued.

"A fourth survey has just been commenced for the Pacific Southwest, comprising the States of California, Nevada, Utah, Arizona and Southern Idaho.

"In addition to the regional market surveys, studies are being made on the domestic market possibilities for various classes of goods. Studies have been completed on electrical appliances and paints and varnishes, and additional studies on sanitary ware, plumbing supplies, canned foods, etc., will be published later. Other commodities will be taken up as the trades indicate their interest in this service."

That the commercial intelligence division functions as a clearing house of information respecting foreign buyers located in foreign countries, was explained by A. S. Hillyer, chief of the organization. The division's data, he said, are received daily from a foreign field force of approximately 1,000 trained men, who are located in the large and small trade centers of the world, and continued:

"The division's 'World Trade Directory File' now contains detailed reports in carded form, on over 265,000 foreign firms in all of the world's markets. These re-

ports are unique because they give the type of information—not elsewhere available—which is most useful to our exporters who contemplate business contacts abroad. They provide, also, an excellent basis for credit information, in as much as they cover all available and reliable sources of credit data."

At the dinner which closed the conference Secretary Hoover was the only speaker. The chairman announced that Mr. Hoover had not been able to prepare an address and that publication of his statements would not be in order; but it is permissible to say that Mr. Hoover answered a number of questions propounded by members of the chemical industry, and that he appealed to the gathering for a closer co-operation between industry and the various Government departments.

Sta-Warm Electric Heater Moves

Offices and plant of the Sta-Warm Electric Heater Corporation have been moved from Minneapolis to Ravenna, Ohio, where the firm has purchased the equipment and buildings of the Perfection Piston Ring Co. The W. Warren Anderson Advertising Agency, Minneapolis is directing Sta-Warm advertising.

Savannah City Council Plans Newspaper Campaign

A newspaper campaign, which will cover the North, East, Middle West and Canada, was started on December 12, by the Savannah, Ga., City Council and the publicity committee of the Board of Trade. The campaign will cover a period of from four to six weeks, at a cost of \$10,000.

Lock Account for Lyddon & Hanford Agency

The Sesamee Company, Hartford, Conn., manufacturer of the Sesamee keyless lock, has appointed the New York office of the Lyddon & Hanford Company, advertising agency, to direct its advertising account.

W. J. Griffin with James Butler Grocery Company

William J. Griffin, formerly in the copy department of the Charles W. Hoyt Company, Inc., New York, is now advertising manager of the James Butler Grocery Company, Inc., Long Island City, N. Y.

A pertinent question addressed to every reader of Printers' Ink:

Mr. John H. Fahey told the *Association of National Advertisers* that the so-called "combination" newspaper is one of the most inexcusable methods of getting money out of advertisers without value received which has appeared in the publishing field in the last twenty years.

That national advertisers themselves feel strongly on this subject is evidenced by their formal resolution in 1925 when they expressed themselves as "unalterably opposed to the practice of newspaper publishers of both evening and morning newspapers of selling these two separate and distinct publications to national advertisers *only as one unit.* . . ."

A service is sold as long as it is bought. But if the buyer stops *buying*, the seller stops *selling*!

Where forced combinations exist, isn't it logical to concentrate in single, competitive newspapers or *even to pass up the market entirely?*

(When Scripps-Howard purchased the Rocky Mountain News and Times, the forced combination was immediately changed to an *optional* combination)

SCRIPPS-HOWARD NEWSPAPERS

Represented by
ALLIED NEWSPAPERS, INC., 250 Park Avenue, New York

The Cosmopolitan of Cincinnati and The Times



The Neave Building is perhaps the most Cosmopolitan down-town office building in Cincinnati. Architecturally it belongs to the past. Yet, many a man who still regards himself young, remembers distinctly the thrill that comes once in a lifetime, as he

gazed in wonderment at the towering magnificence of Cincinnati's first skyscraper.

But if the Neave Building has been dwarfed by its more modern neighbors, it can still lay claim to a greater diversity of business and professional activity in proportion to its size than can any other building in the vicinity of "ladies square." In this sense its population is truly representative of the diversified interests that give to Cincinnati its stable buying power.

In this building are doctors, dentists, lawyers, architects, publishers, advertisers, lumber companies, railroad offices, artists and jewelers. They are industrious, thrifty and prosperous. They make money, they spend money and they invest money.

CINCINNATI

Member Audit Bureau of Circulations

CHARLES P. TAFT, Publisher

C. H. REMBOLD, Manager

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From its eastern windows they look down on fashion's thoroughfare; to the south and to the west they turn their faces toward manufacture. What do they read?

Here, as in the more imposing office buildings in downtown Cincinnati, the Times-Star is preeminently the most widely read and the most highly regarded newspaper. 78.6 per cent of all those who have their place of business here, report that they read the Times-Star regularly. This is only two per cent less than the average for all the large down-town office buildings. It is four-tenths of one per cent less than the average family circulation of the Times-Star for Greater Cincinnati *including the Kentucky cities on the opposite shore of the Ohio River.*

These figures are authentic, accurate, thoroughly reliable. They are based upon a scientifically conducted newspaper census, just completed. The information is contained on individual cards, personally signed by the individuals interviewed. These cards are on file in the office of the Times-Star and are available for verification at the request of advertisers or prospective advertisers.

And this is the kind of circulation in which advertisers are interested. It is circulation backed with buying power. It is circulation concentrated in a local marketing area. It is circulation that reaches eight out of every ten families in its market without waste. It is circulation adequate to reach and cultivate this market at minimum cost without the necessity of using additional local media.

TIMES-STAR

in L. Marsh, *Eastern Rep.*
Man Brunswick Bldg., New York

Kellogg M. Patterson, *Western Rep.*
904 Union Trust Bldg., Chicago

Announcing

JOSEPH A. PAYEZ

as Eastern Manager



The
Meredith Publications

Successful Farming

Better Homes & Gardens

The Dairy Farmer



E. T. Meredith, *Publisher*

Des Moines, Iowa

Is There Any Such Thing as a Normal Price Level?

Some Sound Economic Reasoning for Those Who Ask: When Will Prices Return to Normal?

By Dr. W. F. Gephart

Vice-President, First National Bank in St. Louis

THERE are many popular fallacies regarding prices and perhaps no other one is of more common vogue and has received, during the last decade, more attention than that of assuming that there is such a thing as a normal price level. The word, "normal," just as the term, "average," is a deeply seated concept of the human mind, but has very little or no actual existence in the world of fact.

We continually speak of the average man, thereby creating in our minds a certain standard and affording ourselves an easy means of evaluating particular characteristics that an individual possesses. We, likewise, in the industrial world, in a somewhat more tangible way, compare the production of commodities in any one year by the average for the quinquennial or decennial period. So with prices, we speak of a price level or average prices, but this average itself is not only continually changing from year to year, but the prices of the constituent commodities which go to make up this average price or commodity price level are fluctuating from year to year or even from month to month.

Nevertheless, the concept of the price level is a valuable one in that it is the only means we have of measuring fluctuations. It is,

however, erroneous to assume that there is such a thing as stable prices or a normal price level, if by that we mean that a certain level of prices is reached and remains as such and can, therefore, be denominated normal. Abnormality or change is really the *normal* condition of the price level, just as changes in all phases of industrial activity and production are the *normal* condition.

About this time of the year, there are few questions that are asked more frequently than this one: What will prices be for the coming year? This is usually followed by: When will prices return to normal?

In this article, Dr. Gephart answers the first question by saying that prices, over a period of years, will probably follow a downward trend. The second question he answers with the statement that there is no such thing as a "normal" price level. Both opinions are backed up by economic reasoning of the soundest sort. A study of the article will repay any executive interested in the price situation—and who is not?

There is also a common confusion in the popular mind regarding price and value and this fiction is continually kept alive by methods of merchandising and advertising. Nothing is more common, for example, than to read advertisements informing the pub-

lic that on a particular day an article will be sold at a certain price and in the same advertisement it will be stated that its value is so-and-so much above the sale price. This is a latent assumption on the part of both buyer and seller that it is the cost of production which is the sole and determining factor in the value of the commodity. Cost of production is an important element in value and price determination, perhaps the most important one by and large, over long periods, but in the final analysis there is only one value of any important significance when viewed from the standpoint of actual marketing and

industrial and business thinking. It is the exchange price that is the true measure of value. Otherwise stated, the only value from the standpoint of the market is the price that an article brings when it is offered for sale.

The evils growing out of fluctuations in the price level, especially when they are of a drastic character and continue over long periods of time are well recognized and, indeed, efforts have been made to correct these more violent fluctuations. An organization in the United States, the Stable Money Association, is actively engaged in calling attention to these evils and is suggesting possible methods to do away with the more violent of the fluctuations such, for example, as correlating more closely the unit of value with the changes in the price level.

As has already been indicated, there are many factors entering into the determination of the general price level and even in the determination of particular prices. To the uncritical mind, the explanation of the price of any particular commodity, or prices in general, is explained by the statement that it is a result of the supply of, and the demand for, the commodity. As a matter of fact, this explanation is no explanation at all, for one must go behind this statement and analyze, not only the many factors which in turn determine the supply of, or the demand for, a particular commodity, but one must also analyze the factors other than the actual commodity itself and the demand for it which influences the price of the commodity.

It is my purpose to discuss some of the more important of these assumed secondary factors—that is, those which do not concern themselves immediately with the physical supply of the commodity and the demand for it. A distinction should be clearly kept in mind between the prices of commodities in general and the price of a particular commodity, in seeking explanations of causes for the fluctuations. The supply-and-demand explanation, while not a

complete explanation of the fluctuations in either case, yet is of more weight in the case of particular commodities, since an over-supply or an under-supply of the seasonal or short-time production of any particular commodity will have a direct effect on its price however much the general factors determining commodity price levels are operating to produce a higher or lower level.

The most commonly accepted theory with respect to prices is that money determines price and the corollary to this is that since the discount rate fixes the value of money, therefore, in a secondary way, the discount rate determines price. This is an explanation which has received especial attention in the United States during the past decade and many people have, on the one hand, criticised our central banking authorities for exercising too much control over the price level by manipulations of the discount rate, while others have urged that the central banking authorities can control fluctuations in the price level by a wise regulation of the discount rate.

NOT A CASE OF SUPPLY AND DEMAND

As a matter of fact, both the proponents and opponents of the control of the price level through the instrumentality of the discount rate are assuming that the central bank authorities have a power which they do not really possess. The price level is affected by factors other than the discount rate and neither the Federal Reserve authorities nor any other individuals who have influence over the discount rate can thus control, in any absolute manner, fluctuations in the price level. Indeed, it would be a great misfortune if by legislative or other device, the control of the price level rested so absolutely in the hands of any single group of individuals.

Without any disposition to undervalue the important role which money or the discount rate plays in the determination of the price level, it has long been the fashion in the popular, as well as sometimes in the scientific, mind to



Oklahoma City business is reaching out . .

The size, the importance of the great Oklahoma City market is growing daily.

Oklahoma City's wholesale houses are securing a great slice of the business of newly awakened Panhandle Texas, while 50 to 60 miles East of Oklahoma City new towns are being built to care for the business of the state's greatest oil fields. And it's Oklahoma city business houses that are getting the bulk of the trade.

Northwest, the income from Oklahoma's greatest wheat crop is being spent for merchandise bought in Oklahoma City.

Every section of the great Oklahoma City market is unusually active, and this activity is reflected in Oklahoma City business.

Remember, too, that the Oklahoman and Times thoroughly and alone cover this great area.

Circulation Daily 144,000—Sunday 88,000

The **DAILY OKLAHOMAN**
OKLAHOMA CITY TIMES
thoroughly and alone **COVER** *the Oklahoma City Market*

Represented by **E. KATZ SPECIAL**

ADVERTISING AGENCY

New York Chicago Kansas City Detroit Atlanta San Francisco

over-emphasize the influence of money on prices. The concept of money and its influence is a survival of an earlier period when money was much more important. In our modern industrial and financial organization, credit in various forms has come to play a so much greater role than in the earlier period that we do not realize the extent to which money, as an actual medium of exchange, has been supplanted by the various forms of credit. Even when money itself is directly involved as a medium of exchange and a measure of value, our improved banking and financial organization, together with the enormous development in our means of transportation and communication, has made it possible for a given unit of money, either in its direct use or in its use as a basis of credit, to effect many more exchanges than was the case in earlier times.

IMPORTANCE OF CREDIT

It is a commonplace, today, that most of the business of the world is done, not directly with money, but on the basis of credit. Money does serve as a measure of value but it is usually as a latent or inactive agent that it performs this function. In its circulating form—the credit instrument—it is the messenger which carries the orders of buyers and sellers and effects the actual exchange. The direct influence which money has upon the price level is, therefore, still very large, but its effect is chiefly indirect in that it works through the credit system and discount rates. There is no necessarily direct and proportional relation between changes in the price level and the volume of money or even of credit. Other factors may counteract in whole or in part the force or influence of the money and credit supply upon the price level.

The effect of credit on prices is not entirely a matter of the abundance or scarcity of credit. It is quite as much due the manner in which the available credit is used. If, for example, a considerable part of a given credit

supply becomes expressed in what has come to be called "frozen credit," then the fact that a certain volume of credit is in existence does not proportionately affect the price level in as much as for all real purposes the free credit is much less than the total unit volume of credit. The same may be true with respect to the available money supply if, for example, a certain part of the supply of money—and in this connection, as in all others, we are thinking of metallic money and usually gold—is sequestered so that it does not actually enter into the exchanges day by day or serve as a basis for credit extensions since then the volume of money in its actual influence upon prices is thereby lessened.

Conversely, if the supply of money and credit are available in liquid form and can be used for exchange purposes, the direct effect upon the price level becomes much more marked. Then, too, if through improved methods of finance and industry, both money and credit are able to effect more exchanges, the price level may thereby be influenced, since any increase in what is called the velocity of circulation of money or credit is a factor in producing high or low price levels and even inflation or deflation. Increasing the velocity of circulation of money and credit is a means of making one unit of money or credit effect more exchanges, just as a messenger placed on a bicycle or in an automobile may deliver twice or three times the number of messages which he could on foot.

Furthermore, when credit is considered as a factor in determining the price level, a distinction must be made between short-term and long-term credit extensions. Price movements may be more affected by short-term than by long-term credits. If a country, for example, uses a considerable amount of its credit to absorb foreign and domestic loans of a long-term character, it may thereby help to prevent to a certain degree both a higher-price level and inflation. The large volume of investment

"The finest document of its kind that I have ever read" —

So said the Vice-President of an international banking institution when a depositor* [this agency's newest client] consulted him about a plan of campaign prepared by McJunkin Advertising Company. This incident is interesting as further evidence that bankers nowadays study advertising values as they study the money market.

Almost every new client eventually becomes an old client and this agency's already notable twenty-one year record for average length of service to accounts is steadily growing.

**All names upon request.*



McJUNKIN ADVERTISING COMPANY

DOMINANT IDEA ADVERTISING

5 SOUTH WABASH AVENUE, CHICAGO



"Borrowings from the Directoire, the Victorian age and the Empire create an atmosphere of charm"—from *January Delineator*.

The Quest of the Perfect Interior

IT is amazing how many hundreds of thousands of American women are now embarking upon that quest.

Delineator Interiors is planned to help them on their way. In the January Delineator there are four pages devoted to harmonious backgrounds and skillful arrangements.

And for future editorial use, Delineator Interiors has almost completed its own model small house on the 15th floor of the Butterick Building. [*Manufacturers who are interested are cordially invited to call and see it.*]

All part of Delineator's constant purpose, you'll note—

*to further
the Art of Gracious Living*



Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

S. R. LATSHAW, President

credit, that is funds absorbed by long-term investments, may force up the price of stocks and bonds, but not the price of commodities. In fact, if these long-time investments go into industrial equipment, the supply of commodities in many lines may be thereby increased and hence the tendency may be—all other things being equal—to lower the price level since the supply of this particular commodity will increase in proportion to the past or prevailing demand.

We have, for example, been able for the past several years to possess an unprecedented supply of gold and an enormous volume of credit and yet the price level has not directly responded to this volume of gold and credit, due in part to the fact that for all practical exchange purposes a certain volume of the gold was impounded and a considerable amount of the credit was invested in long-time investments. The direct and immediate effect of this enormous amount of gold and credit might well have produced a remarkable period of inflation. But this has not actually occurred.

There is no phenomenon in the whole industrial world that is more complex than that of price determination in as much as there are such a multiplicity of factors entering into it, no one of which is operating with the same degree of force at two different times. We have heard much recently about hand-to-mouth buying and the small inventories which have been held by wholesalers and retailers. This method of distributing goods, so far as it has an influence on prices, is to make a unit of money or credit more efficient in that it keeps it working and effects more exchanges. It is somewhat like operating a machine or a plant sixteen hours instead of eight hours.

There has been more or less discussion during the past several years as to the influence of what is called psychology in business, and, therefore, on prices. There is no doubt but that the opinion or feelings which many identify as the psychology of business men

has a decided effect upon business conduct. The spirit of optimism or pessimism or neutrality toward the outlook of the industrial future influences finally the volume of goods which will be produced and, in the interval, the demand which will be made for credit. But, to assume that this so-called psychology of business is simply a matter of feeling is neglecting an important fact.

Industrial and business data are available in unprecedented volume and accuracy and form, consciously or unconsciously, a basis for this judgment. Then, too, the contacts, direct and indirect, and the improved methods of communication are so much advanced over what they were in an earlier period that the judgment of a particular business man regarding the future is not the result of his imagination, his feelings, or his dreams. It is, so to state, a condensed opinion arrived at from these various sources of information, even though the business man is not conscious of why he has this opinion regarding the future nor would he perhaps be able to explain the grounds on which it is based. Nevertheless, it represents, in most cases, not a feeling, but a result of unconscious and rational weighing of all the information which he has received from these various sources.

It cannot, therefore, be maintained either on the basis of the historical evidence or an analysis of prevailing conditions that prices will return to any pre-war normal or any other assumed normal, since such a thing does not exist. If wholesale prices now are tending toward a lower level it cannot be said that there is a certain level which they will reach and that then they will become stationary. In mathematical language, any prevailing wholesale price level is a variable, fluctuating toward or away from only an ideal determinant. The industrial ocean never has a calm surface. Its waters are continually in motion.

Improvements in methods of production and any kind of technological progress whether in the

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Signs of Christmas



*They Say
Believe*

National Outdoor

An Organization Providing a Complete Service

1 Park Avenue, New York

General Motors Detroit



Christmas

HARRY J
ETCHELLS 26/

Advertising Bureau

Service Floor Advertising through Advertising Agencies

Detroit

14 East Jackson Boulevard, Chicago

and a Happy New Year



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form of inventions, improved marketing or business organization may result in lower production costs—that is, cheaper goods, and unless the demand for commodities increases proportionately to this improvement, a unit of capital or money and credit will purchase more units or products and hence may be a factor toward producing higher price levels. Not only has this kind of industrial progress occurred, but there has also been a decided increase in what may be called the efficiency of money and credit circulation which are both positive factors in themselves in producing higher price levels.

No doubt, the large amount of long-time financing which has been done in the United States during the past several years, whether in the purchase of foreign or domestic loans, has been an agency in preventing a more violent rise in prices and even inflation. Then, too, the domestic as well as the foreign demand for our products has been very great indeed and has, therefore, tended likewise to prevent a higher price level. With the recovery of industrial Europe, the stabilization of European currency, and the enormous utilization of capital and credit to improve the efficiency and increase the quantity of industrial machinery, the tendency will probably be over the longer period for the price level to go lower in the United States, notwithstanding the enormous increase in our volume of commercial credit.

J. H. Baumann Joins Allied Newspapers

John H. Baumann, recently with the Rodney E. Boone organization, New York, has joined Allied Newspapers, Inc., New York. At one time he was a member of the firm of Stevens & Baumann, Inc., publishers' representative, New York.

H. M. Hall with Seymour Olson & Son

Henry M. Hall, formerly owner of the H. M. Hall Printing Company, Minneapolis, has joined the staff of Seymour Olson & Son, printers, also of that city.

Jury Named for Harvard Advertising Awards

Dean Wallace B. Donham, of the Harvard Business School, has named the jury which will meet at Boston in January to decide upon the winners for 1926 of the Harvard Advertising Awards. The members of the jury are:

John Benson, of Benson & Gamble, Chicago; S. E. Conybeare, assistant sales manager of the Armstrong Cork Co., Lancaster, Pa., and president of the Association of National Advertisers; F. C. Kendall, editor of *Advertising and Selling*; W. D. Moriarty, professor of economics, University of Southern California, Los Angeles; A. C. Pearson, chairman of the board, United Publishers Corporation, New York; Harford Powel, Jr., editor of the *Youth's Companion*, Boston; Louis Wiley, business manager, *New York Times*; H. T. Ewald, president, Campbell-Ewald Company, Detroit; and Professor Melvin T. Copeland and Assistant Professor Neil H. Borden, both of the Harvard Business School.

The jury to decide upon the typographic award includes Joseph M. Bowles, William Edwin Rudge Company, New York; Everett R. Currier, president, Currier & Harford, Ltd., New York; and D. B. Updike, Merry-mount Press, Boston.

All contestants must have their material in the hands of the Harvard Business School before January 1, 1927.

"Textile World" Opens Providence Office

Textile World, New York, has opened an office at Providence, R. I. G. N. Robinson, of the New York staff, has been appointed representative with headquarters at the new office.

G. G. Allen has been added to the Southern staff of *Textile World*, with headquarters at Greenville, S. C.

New Co-operative Journal Published

A new monthly publication, *The Co-operative Marketing Journal*, has appeared with a December issue. It is published at Washington, D. C., and will be devoted to research studies in the field of co-operative marketing. Walton Peteet and Robin Hood are the editors.

A. W. K. Gilpin Advanced by Chevrolet

A. W. K. Gilpin, who joined the Chevrolet Motor Company, Detroit, early this year, has been appointed assistant sales manager in charge of the Chicago and Cincinnati regions. He was formerly assistant general sales manager of the Ford Motor Company, Detroit.

The List's the Thing

In Fact, to Put It in More Modern Language, the List Wins at a Walk

By Lawrence C. Lockley

Correspondence Counselor, The First National Bank of Los Angeles and Pacific Southwest Trust & Savings Bank

WHAT governs the success of the direct advertising campaign?

The copy, the proposition, the season, business conditions, the list?

Perhaps a recent experience of ours will help answer that question.

As is the case with all trust companies and banks having trust departments, we find in our banking organization that trust business is very difficult to secure by advertising. Although there is no ethical restriction against trust company advertising, there seems to be a very reluctant response to it. People whose estates are considerable enough to be really desirable prospects resent the constant negative appeal of "You may die tomorrow! What will your family do then, poor things?" Insurance companies, trust companies, and a half dozen other types of business harp on this doleful tune. As a result, Mr. Well-to-Do is about as secretive concerning his will and the post-mortem administration of his affairs as a small boy with his first cigarette.

Nevertheless, we make semi-frequent direct-mail efforts to bring prospects to our trust department. (Incidentally, we never do it without learning something new!)

Recently, we decided to bring to the attention of 2,500 of our own stockholders the service that they might expect from us. Letter number one was written:

Dear Mr. Bolter:

Whatever happens to you, the future of your family lies very near your heart.

You are providing for them now, shouldering the responsibility of managing your property and business, and furnishing a comfortable income.

But . . .

There is no more certain thing than the uncertainty of human existence. You may live many years. You may go suddenly . . . next week.

Is it fair to gamble your family's future . . . to risk thrusting the burden of managing capital upon dependents untrained in the judgment, foresight and prudence necessary to conserve it . . . when a simple precaution, taken now, would afford ample protection?

If you have not drawn your Will, for the sake of your loved ones, should you not do so at once? Name our Trust Department as Executor of your Will and Trustees of your Estate. Then the capital which is to support your dependents will be as safe as it is humanly possible to make it; and will yield the largest income that sound, conservative management can produce.

You will be interested in our booklet, "Your Executor and Trustee." It explains thoroughly this and other ways in which a competent Trust Company can serve you, while you live and after. It will well repay the reading.

May we send you a copy? The enclosed postcard will bring it at once.

But this letter appeared to be a little long. Also, it looked a little too much like the usual conventional sales appeal. It seemed to have a form-letter-ish appearance. So we took another try at it. Letter number two was written:

Dear Mr. Bolter:

While you live, you are looking out for your family and building up your estate.

Unless you make complete arrangements now, while you are able, when you die your family will turn to someone—who may or may not have business judgment—for advice about what to do next.

You should do two things:

1. Make a will that directs the disposition of your estate that you think wisest.

2. Designate a Trust Company to act as your executor or co-executor, so that you can depend on an experienced and imperishable administration of your will.

The Trust Department of this Bank has every facility for advising you now, and directing the affairs of your estate when you are dead.

Let us send you a copy of our booklet, "Your Executor and Trustee," that will give you the concrete advantages our Trust Department offers you. The enclosed postcard will bring it.

Without doubt, the readers of this article will divide about equally as to preference between the two letters. The first, though it is long, may draw one's attention to the danger his "loved ones"

Large Sales to Regular Customers

WITH some people, beliefs are founded on whims; judgments are based on momentary fancies. Among them, opinions fluctuate with the shifting of the wind, and the popularity of any product has the life of a soap bubble.

There are others whose beliefs are tempered with sound judgment. They command respect. Their opinions on dress, food, house-furnishings, motor-cars are honored—and copied—as readily as their ideas on the kind of plumbing to go in the new public library, or the advisability of widening the village street.

When their approval is earned it is by real merit only. But their approval is not the deferential nod of a passing fancy; it is the sane judgment of stability.

Always and inevitably the character of the weekly contents of *The Literary Digest* determines the kind of individual who reads it.

Its readers belong to one great class of people—the intelligent, thinking individuals in every stratum of society, at every income level, in every city and hamlet—those who are alert and keen to keep abreast of the times.

They are telephone subscribers. The Digest reaches regularly more of the 9,809,063 families in the United States who have telephones in their homes than any other magazine. Furthermore, they are thinkers. *Their opinions are convictions, not whims.*

The Literary Digest readers not only think—they act. We know they respond to printed advertising, for their subscriptions for *The Digest* are secured only through printed matter. We employ no canvassers. Renewal subscribers pay us \$4.00 per year, without premiums or inducements of any kind.

The approval of these 1,400,000 intelligent, thinking, responsive families establishes a product—assures it large sales and regular customers.

The Literary Digest

ADVERTISING OFFICES:

BOSTON
Park Square Bldg.

NEW YORK
354-360 Fourth Ave.

CLEVELAND
Union Trust Bldg.

DETROIT
General Motors Bldg.

CHICAGO
Peoples Gas Bldg.

face. The second is much more matter of fact in its frank facing of the "death issue," and much more direct, more concise.

We were completely at variance as to which we ought to use. We split the list in half, sending to every other name on it letter number one; to the others, letter number two.

Letter number one brought back ninety-two reply cards—7.36 per cent. Letter number two brought back an even 100 returns, or 8 per cent.

Evidently, the two letters were successful. But the curious point is that, by all laboratory tests, the appeals and the presentation of the same proposition in the two letters is so different that only one of them ought to have been successful with one group.

What is the answer? Why, the list!

Although advertising—direct and general—can never be classified as an exact science, it is nevertheless, an approximate science. And it allows us to draw the generalization that, given a logical list of prospects, people who ought to buy what the advertiser has to sell, any kind of letter or any kind of advertising that will put before this group of people the *news* that the product is to be had will be successful in some measure.

Of course, our friends the letter experts still have a job, for our two letters, though both successful, were not equally successful. The copy certainly should be right. If it is, the letter that is sent to the right list will pull like a circus in a small town.

But of the two—copy and list—the list surely is the more important. It wins at a walk!

Pauline Lord to Star in Play by Owen B. Winters

Owen B. Winters, vice-president of Erwin, Wasey & Company, advertising agency, is co-author of a drama in which Pauline Lord is to star. Its title is taken from "Daisies Won't Tell," a song which was popular in the 90's and which has been made the theme of the play. It opens in Stamford, Conn., this week and will have its New York premiere on January 3.

H. G. Chase, Vice-President, Hurja-Johnson-Huwen

H. C. Chase, formerly an account executive of the Dearborn Advertising Agency, Chicago, has joined Hurja-Johnson-Huwen, Inc., advertising agency of that city, as vice-president. He was at one time on the advertising staff of Marshall Field & Company, wholesale, and for more than three years was manager of the advertising department of the Orange Crush Company, Chicago.

Powers-House Company Appointments

Gaylord P. Kurtz, for the last three years an account manager of The Powers-House Company, Cleveland advertising agency, has been made manager of production. B. C. Budd, formerly with the Hamilton, Ont., office of A. McKim, Ltd., has been added to the creative department. William A. Toker has joined the production department.

A. H. Walsh with "Review of Reviews"

Albert H. Walsh, formerly with *The Independent*, Boston, has joined the advertising staff of the *Review of Reviews* and the *Golden Book*, also of New York, succeeding W. L. Glenzing, resigned.

Hoyt Agency to Direct 1927 Insurance Campaign

The Pilot Life Insurance Company, Greensboro, N. C., has appointed the Winston-Salem, N. C., office of the Charles W. Hoyt Company, Inc., to direct its advertising account. Plans for 1927 call for the use of newspaper and outdoor advertising.

To Publish Morning Edition of Denver "Post"

A morning edition of the Denver, Colo., *Post*, an afternoon paper published by the Denver Post Printing and Publishing Company, will be started shortly by that company.

Lighting Fixture Account for Hawes-Campbell

Henkle & Best, Chicago, manufacturers of lighting fixtures, have appointed the Hawes-Campbell Advertising Agency, of that city, to direct their advertising account.

W. Arthur Cole Leaves The Corman Company

W. Arthur Cole has resigned as vice-president, director and production manager of The Corman Company, Inc., New York advertising agency.

Leading the whole field

These are the percentages of gains or losses in lineage among New York newspapers for the ten months ended October 31, 1926, as compared with the same period during 1925:

| | |
|------------------|-------------|
| GRAPHIC . . . | 42.2% GAIN* |
| HERALD TRIBUNE . | 15.8% GAIN |
| NEWS | 15 % GAIN |
| SUN | 11.9% GAIN |
| EVENING WORLD . | 11.3% GAIN |
| TIMES | 8.1% GAIN |
| MORNING WORLD . | 6.6% GAIN |
| POST | 2.8% GAIN |
| TELEGRAM . . . | 16 % LOST |
| MIRROR | 12.1% LOST |
| AMERICAN . . . | 3.6% LOST |
| JOURNAL | 1.3% LOST |

*During this period in 1926 the GRAPHIC carried 2,988,468 lines of advertising, a gain of 1,262,322 lines.

NEW YORK EVENING GRAPHIC

H. A. Ahern, Adv. Mgr., 25 City Hall Place, New York

Chas. H. Shattuck, Western Mgr., 168 No. Michigan Ave., Chicago

It's the Folks Back Home

*Who constitute the reading
millions—remember this when
writing advertising copy*

IN the United States, there are approximately one hundred fifteen million people of whom little more than 1% are college graduates.

Only one person in two has a complete grammar school education.

There are only a comparatively few folks in the country who belong to literary clubs, and scarcely one person in a hundred thousand with a vocabulary of over two thousand words.

That's a thought the experienced advertising writer carries always in his mind. So he puts what he has to say in terms the two thousand word vocabulary of the millions covers.

And, after all, that is a very simple thing to do. Some admittedly Great Men, Abraham Lincoln for instance, have done it; to say nothing of writers like Flaubert and DeMaupassant—or, the writers of the Bible.

The only place for "highbrow" presentation is in matter intended for restricted circulation among the

faculties of colleges, schools, members of reading societies and to ladies of the *Follies* class about to embark in society. Never circulate it along Main Street.

That is basic in writing to the millions.

The way to make it pay is to make it simple, to make it plain.

And to make it pay is the common-sense goal of advertising.

Study successful advertising; note how simple it is.

Study the news columns of great newspapers. Mark how simply they give the news of the day to the millions.

Study the big circulating magazines. Note how they are edited to meet the folks back home on the honest footing of mutual understanding.

It is a study, far more important to the man writing advertising that is expected to sway the millions to the point of spending money, than all Freud ever wrote, Mencken ever expounded or George Bernard Shaw ever conceived.



LORD & THOMAS AND LOGAN ADVERTISING

CHICAGO
400 N. Michigan Avenue

NEW YORK
247 Park Avenue

LONDON
Victoria Embankment

LOS ANGELES
1151 South Broadway

WASHINGTON
400 Hibbs Building

SAN FRANCISCO
225 Bush Street

Each Lord & Thomas and Logan establishment is a complete advertising agency, self contained; collaborating with other Lord & Thomas and Logan units to the client's interest.



CANADA



New Money

Canada produces so much more than Canadians need for themselves that she has a vast revenue from her exports — \$134 per capita as against the United States \$37.

The products of her prairies and her mines bring her millions of new money every year.

There are nine million Canadians who may become your customers if you advertise your goods in their own newspapers.

Your own agency, or the papers listed here, will give you facts and figures.

The Daily Newspapers of Canada

Prairie Market

| | Paper |
|---------------------------|------------------|
| Winnipeg, Man. | "Free Press" |
| Winnipeg, Man. | "Tribune" |
| Regina, Sask. | "Leader & Post" |
| Moose Jaw, Sask. | "Times-Herald" |
| Prince Albert, Sask. | "Herald" |
| Saskatoon, Sask. | "Star & Phoenix" |
| Lethbridge, Alta. | "Herald" |
| Edmonton, Alta. | "Journal" |
| Calgary, Alta. | "Herald" |

Maritime Market

| | |
|------------------------------|----------------------------------|
| St. John, N. B. | "Telegraph-Journal & Times-Star" |
| Halifax, N. S. | "Herald & Mail" |
| Halifax, N. S. | "Chronicle & Echo" |
| Charlottetown, P. E. I. | "Guardian" |

Pacific Market

| | Paper |
|----------------------|------------|
| Vancouver B. C. | "Province" |
| Victoria, B. C. | "Colonist" |

Quebec Market

| | |
|---------------------|---------------|
| Montreal, Que. | "Gazette" |
| Quebec, Que. | "Le Soleil" |
| Quebec, Que. | "L'Evenement" |

Ontario Market

| | |
|----------------------|-------------|
| Toronto, Ont. | "Globe" |
| Toronto, Ont. | "Telegram" |
| Hamilton, Ont. | "Spectator" |
| Kitchener, Ont. | "Record" |
| Kingston, Ont. | "Standard" |
| Peterboro, Ont. | "Examiner" |

(All Members of A. B. C.)

| | | |
|----------|---------------|----------------------|
| Ontario | Quebec | Prince Edward Island |
| Manitoba | Nova Scotia | Saskatchewan |
| Alberta | New Brunswick | British Columbia |

Prepared by SMITH, DENNE & MOORE, LIMITED, General Advertising Agents, Toronto, Can.

Daggett & Ramsdell Put a Unique News Angle into Cold Cream Copy

BELIEVING that ideas used successfully in one field can be adapted to another, Daggett & Ramsdell have torn a page from the newspaper reporter's manual and developed it into an advertising campaign for cold cream.

According to an official of the company, the current Daggett & Ramsdell series of advertisements, which started September 1 in fifteen women's magazines and which are being merchandised monthly in three trade publications, was suggested by the popularity of newspaper interviews with prominent men and women.

"Foreigners visiting the United States always are good for a story on what they think about our tall buildings, our women, or our prohibition," it was explained, "and returning Americans are given space to tell about their views of foreign conditions. The people of the United States are interested in such opinions."

"With this for a start, we conceived the thought of a campaign for our cold creams which would give the views of prominent Americans on the importance of good looks. We would raise an interesting question and have a woman, or a man, in a position to talk authoritatively answer it. Following this expression of opinion, we would tie-in cold cream copy.

"Such an idea would be entirely different from the testimonial or endorsement copy angle, for the actual discussion of women's

good looks would say nothing about our product. The authority quoted would tell what she or he thought on the question we put up, but would say nothing about our



WHAT could be more expressive of all that has made Vietnam's route to justice than the distinguished model at the right? Paul F. Hoffman, Vietnam's favorite newspaper, also features a full illustration of the harmony of style and substance that Mark Twain's *Life on the Mississippi* has made famous in these days of the jet line, space shuttle—and the Internet. The picture detail of the masthead is the grace and ease of the magnificent houses, trees, and other expressions. From the elegance of the purity that justice demands, comes the quality of your life.

A no person in history has had more genuine and sincere friends than the man who was the death of slavery in America.

His history is no longer a matter of mere theories, but of positive facts, incontrovertible history. And these are things that you, yourself, can control. You can choose the interesting facts in it. You can select the right details. You can make your due share daily, in a spirit of patriotism. And with these things around you, your associates will share a like respect.

Though it sounds like the mere detail of the story, caring for your share of the matter of you, through the simple thought of Roosevelt describes the paragraph to the right of the picture above.

—James A. Roosevelt, *Bookman*, 1902.



DACGETT & RAMSDALE
the nation's largest money manager
 200 North Dearborn Street • Dallas, Texas 75201

What is the relation between clothes and complexions?

"The first line of good taste—which the woman who wants to be smart, knows—is harmony. Harmony of details that compose the ensemble. Harmony of the existing made with one's own individuality. The complex, like the figure, must be carefully considered in adapting and interpreting style. It is an essential background—a starting point—for clothes."

To be an artist in dress study your type of dress
Make the most of it. Learn to select clothes that
subtly emphasize and harmonize with it."

1. Roman

THE POPULARITY OF NEWSPAPER INTERVIEWS SUGGESTED
THE THEME FOR CURRENT DAGGETT & RAMSDELL
ADVERTISING

merchandise. Then, from this opinion we would lead into copy of our own which would touch on how Daggett & Ramsdell cold cream helps to achieve good looks."

The first question raised was: "Do good looks count for or against a business woman?" and a noted business woman answered it. The copy illustrates the general manner of handling the entire campaign.

Under a caption composed of the question itself was a picture of Elizabeth Richey Dessez, and to

I still can't imagine well qualified teachers that only teach their students one thing: mathematics. It's not the math. It's the *attitude* that tells the kids every night to *shut up* and *work the book* with D & H's *Proper Card Games*. The one *big* sentence for cheating—*"it means the ship"*—reads: *"Then again, another time and would the kids grin and the finger tip for them sometime. For discipline use as a principle then, D & H's Proper Vandalism Games from that best kind of good games store."* Then two *proper* words make you *have* this *maximum* *high* *single* and *the* *you*—*you* *can't* *read* *any* *single*?

[illegible]

Quinn & Hamlin
214 One 14th St.
New York City
Call to see and shop at

Journal of Management Education 30(6)br/>DOI: 10.1177/0095687406289006
© The Author(s)
10.1177/0095687406289006
<http://jme.sagepub.com>

the left of it was this explanation:

Elizabeth Richey Dessez contributes a new note to this much discussed question when she says the good looks of perfect grooming indicate business efficiency!

Mrs. Dessez's combined social and professional experience—for she grew up among Virginia's fine social traditions, and is now Director of the Educational Department of Pathé Exchange, Inc., internationally known motion picture organization—makes her views on this subject of more than ordinary interest not only to every woman but to every employer.

Directly beneath the picture of Mrs. Dessez was her answer to: "Do good looks count for or against a business woman?":

I know of no occupation in which good looks are not of value to a woman in their effect upon others and in the assurance and self-confidence which they give. Good looks are not dependent upon beauty of features or coloring . . . the good looks of perfect grooming are within the reach of every woman. Good looks have to be backed up by capability to be of any permanent value but a general smartness and alertness in appearance indicates an efficiency that can be applied to a job as well as to one's appearance.

This was signed.

Around the question and answer was the Daggett & Ramsdell copy which began by pointing out that 4,000,000 women in the United States are engaged in professional work of some kind. To these women, the advertisement went on, good looks are of double importance because they must be carried from the world of business over into the evening social world. "How do such women manage this dual role?" the copy asked, and in this manner the benefits of cold cream were brought out and the selling message fully rounded.

The questions raised in this series and answered by various authorities are designed to tie up with many of women's interests. For example: "Does outdoor life ruin feminine charm?" To discuss this angle of women's activities, Grantland Rice, prominent sports writer, is called on. Mr. Rice tells how sports have added much to that feminine charm which appeals to men, and he adds that men do not, however, care for "the Amazon with brick

red face and leather skin." Copy, from this lead, explains how Daggett & Ramsdell products prevent the brick red face and leather skin.

From this opinion of what a man thinks, the campaign ranges to a woman's opinion on: "What is the relation between clothes and complexions?" A Paris modiste succinctly sums up the relation, and a picture of her favorite mannequin is shown to illustrate how important is the harmony of clothes and complexion.

Besides running the gamut of major activities of women, these advertisements are scheduled to conform to seasons as, for instance, the one in which Grantland Rice expresses his ideas on feminine charm and outdoor life. During the winter months, copy is changed to touch on the dangers of windburn and chapping, and the photograph, instead of showing a girl and her saddle horse, as during the fall riding season, shows a woolen capped girl with skating sweater, her ice skates slung over one shoulder.

These advertisements are being merchandised very effectively to the dealer by featuring the big name and by stressing the large market which the particular discussion will interest. The Elizabeth Richey Dessez advertisement is a good example. In the trade publications her picture appears with this foreword under her name as the caption:

Director of the Education Department of Pathé Exchange, Inc.—internationally known motion picture concern—advises business women to make the most of their good looks, in the first of a remarkable series of advertisements for D & R's Perfect Cold Cream and Perfect Vanishing Cream. Mrs. Dessez's message is working for you as well as us.

Then, stressing the size of the market reached by the message is:

4,000,000 of your customers are business women.

They have money of their own to spend any way they like. They have a double reason—professional and social—for wanting to improve their looks.

This calls the dealer's attention to sales possibilities. The company continues from there, em-

OUR ERROR

Twice in the Same Place

—In our Printers' Ink advertisement of December 9th, 1926, we stated there were 171 advertising pages in the November Atlantic. It should have read December and there were

Only 166 Pages

But this is more than any other magazine (except Popular Mechanics) carried in a single issue this December, and the largest volume of advertising that ever appeared in THE ATLANTIC MONTHLY.

THE ATLANTIC MONTHLY

Boston New York Chicago Los Angeles

phasizing how large the new campaign is, with:

We've gone after them hard—with Mrs. Desser's co-operation—in fifteen leading women's magazines with full pages and half pages of intimate, persuasive copy to induce them to buy our Perfect Cold Cream and Perfect Vanishing Cream from you.

The Daggett & Ramsdell campaign, based on the news type of interview with public figures, shows how effectively a general interest along one line can be diverted to parallel channels by the alert manufacturer who has the ingenuity to adapt an idea no matter in what guise he finds it.

New Accounts for Wightman-Hicks Agency

Wightman-Hicks, Inc., New York advertising agency, has been appointed to direct the advertising accounts of the Whiting Leather and Belting Company, Long Island City, N. Y.; the Mari Machine & Die Casting Company, Brooklyn, the Hartol Products Corporation, Newark, N. J., and the Concrete Surface Company, New York.

Gabriel Snubber Reports Net Earnings

The Gabriel Snubber Manufacturing Company, Cleveland, reports net earnings for the third quarter of 1926 as \$269,452, against \$356,904 in the preceding quarter and \$317,059 in the third quarter of 1925. Earnings for the first nine months of 1926 amount to \$883,874, compared with \$1,087,259 in the similar period of last year.

Radio Tube Account for Street & Finney

The United Radio & Electric Corporation, Ureco radio tubes, Newark, N. J., has appointed Street & Finney, New York advertising agency, to direct its advertising account. Newspaper and radio trade paper advertising will be used.

Frank Otte with Sibley, Lindsay & Curr

Frank Otte, who has been with the advertising department of the Eastman Kodak Company, Rochester, N. Y., has been appointed advertising manager of the Sibley, Lindsay & Curr Company, of that city.

The National Can Company has moved from Seattle to Tacoma, Wash.

Three Pacific Coast Campaigns Started on Ethyl Gasoline

Ethyl gasoline is being advertised in three new campaigns on the Pacific Coast. More than \$200,000 is being spent in newspapers and outdoor advertising, between November 15 and January 1, by three companies, the Ethyl Gasoline Corporation, the Union Oil Company and the Associated Oil Company.

The Ethyl Gasoline Corporation campaign is being directed by Barton, Durstine & Osborn, New York, the Union oil campaign by the Los Angeles office of Lord & Thomas and Logan, and the Associated Oil campaign by the Honig-Cooper Company, Inc., San Francisco.

St. Paul Wholesalers Merge

Lindeke, Warner & Sons, St. Paul wholesale dry goods house, have been merged with Finch, Van Slyck and McConville, wholesale dry goods and manufacturers, also of St. Paul. No change is to be made at present in the names of the combined firms, or in their business policies.

Western Auto Supply Sales Increase

The sales of the Western Auto Supply Company, Los Angeles, chain store operator, totaled \$9,867,056 in the first ten months of 1926, against \$7,631,894 in the corresponding period in 1925. October sales were \$1,070,152, a gain of 4.5 per cent over those of October last year.

Clothing Account for Cincinnati Agency

The Wilson-Bradshaw Company, Montreal, manufacturer and wholesaler of men's clothing, has placed its advertising account with The Marx-Flarsheim Company, Cincinnati advertising agency.

W. B. Tanner with Buffalo Agency

William B. Tanner, for several years with the Moss-Chase Company, Buffalo, has joined the E. P. Remington Advertising Agency, Inc., of that city, as production manager.

Bank Appoints Akron Agency

The First Trust and Savings Bank of Akron, Ohio, has placed its advertising account with Eddy & Clark, Inc., advertising agency of that city.

Menzies Shoe Company Moves

Headquarters, including the sales offices, of the Menzies Shoe Company, Fond du Lac, Wis., have been moved to St. Louis, Mo.



Fifth Avenue ~ the Nucleus of New York

A HUNDRED thousand people come to this town every day. Not commuters, not returning Manhattanites. People from out of town.

They come here for what they don't find at home. Shops? Yes. Broadway, entertainment, supper clubs? Yes. But principally for shops, shops, shops.

The shops of New York with their long counters displaying lovely





choice merchandise for the enticement of the unwary purse. Shops.

1 1 1

The great department stores in New York sift and cull over the globe to allure you with their wares.

Specialty shops dealing in jewelry and furs, hats and shoes and lingerie, silverware, chinaware, glassware, haberdashery and numerous others gather merchandise treasures from all parts of the world.

A galaxy of establishments that wholly dwarf the bazaars and market places of every other land in every other time.

The grand bazaars of Stamboul never captured such stuffs. Marco Polo returning from far Cathay would have marvelled at the display of a single specialty shop on a sidestreet off the Avenue.

Shops that buy and display their merchandise for the delectation of New York's most exacting and discerning people.

And what they buy sets the vogue not alone for New York but the country over.

Win their favor and the favor of their discriminating clientele and success the

country over must almost surely follow.

1 1 1

The brightest fifty thousand customers of New York's shops are the readers of The New Yorker.

Nearly half The New Yorker's great advertising following is from these fine mercantile establishments, large and small.

This advertising standing with New York's most select establishments is of deep significance: *store executives, merchandising men and buyers of New York's leading stores are watching the New Yorker with the keenest of interest.*

All The New Yorker's readers bring to bear a forceful influence for the sale of quality goods.

All The New Yorker's advertisers bring to bear an equally forceful influence with those people who in New York have to do with the stocking and pushing of your merchandise.



The NEW YORKER

25 West 45th Street, New York

The Vanishing Pharmacist

What Has Become of the Apothecary Shop of Yesterday?

By C. N. Palmer

HOW many drug stores are there in your city? The average man who knows anything about the retailing facilities of his community can make a fairly quick and fairly convincing guess. The secretary of the chamber of commerce, the telephone company, and jobbers of all sorts of merchandise can give you the actual figures out of hand, out of mind or out of the card index file.

However, the fact is that they are all wrong. Despite the evidence of city directories, census reports, and jobbers' and manufacturers' accounts receivable the pharmacy has all but joined the ranks of the Dodo and the plug hat. The apothecary shop has become such a rarity in most of our cities, as well as in the smaller communities, that the average citizen would find it hard to find one.

If you would visit such an institution, do not look for it on Main Street nor at the World's Busiest Corner. At either of these locations you will find the word "Drugs" displayed in prominent and glittering letters. You will enter an establishment which, for feverish activity, may remind you of the halcyon days of the mining camp. You may even observe that there is no lock on the door, and that this is a twenty-four-hours-a-day emporium. But you will soon realize that you are not in a drug store.

The seeker for the genuine pure quill article in apothecary shops will hie him to an outlying section of the city, but not too outlying. In the once-grand neighborhoods of lower Manhattan, the near North Side of Chicago, the Beacon Hill district of Boston, the red brick side streets of Philadelphia, or the threadbare Gold Coast in any big city, he will find, tucked away in an obscure corner, a tiny, immaculate shop, smelling pleasantly of chemicals, roots and syrups, proclaiming its presence by

a more or less dilapidated mortar and pestle swung above the door and by bottles of colored liquid in the windows.

Or, more than likely, he will look in vain for the departed chemist's shop. The march of progress may have converted it into a radio store, a tea room or a real estate office. In that case, it will be necessary to travel to an upper floor of some downtown office building. There you will find your pharmacist, fairly well preserved in his original state, and eminently competent to read the signs and pot-hooks on your prescription. You will find, if you find it at all, that the skyscraper pharmacy is much like the little, old apothecary shop that used to stand next door to the undertaker's place of business back home.

But there are almost even chances that you will never find it, although it is certainly there, even though you search the marble halls of the temples of business from the thirty-fifth down to the first floor. Unless you know where you are going, unless you are convinced by a sign such as "John Jones, chemist" or "John Doe, Ph. R." on a ground-glass door panel, and unless your nose is particularly unerring in its quest of chemicals and drugs, you may pass up the apothecary shop as just another office.

THE PHARMACIST IS A SPECIALIST

For the pharmacist is today more than ever a professional man. He is a specialist in all that the title implies, and like specialists in the medical, dental, engineering and other professions, he does not go out to get trade but waits for patronage to come to him. And patronage does come to him, not only from the doctors and dentists of the building in which his cubby-hole office is situated, but from drug stores on the busy corner down stairs. He is the prescription-filler for a large circle of pro-



Shadow Boxing in costly white space

PART of the training routine of an ambitious boxer is devoted to shadow fighting. Jabbing, blocking, leading and countering, the athlete battles an imaginary opponent.

Fighting shadows, however, is not the exclusive privilege of the gentlemen of the ring.

In this morning's paper, a chain of barber shops announces that its barbers

are not schooled by practicing on customers. The advertiser probably saw this piece of copy as a body blow to an unnamed adversary. But does the public get it that way? Not much. In fact, far from sensing that this copy is a dig at a rival chain, the newspaper readers may follow the thought to its logical conclusion—and shave themselves.

Again. A maker of fine

pianos views his competition as two other worthy instruments, X and Y. Thinking, apparently, that the public also views the fine piano business as a three-cornered fight, he urges readers to listen to X and Y before hearing his own piano. We wonder how many in his audience can identify the X and Y hinted at.

Occasionally we have called upon a client in order to discuss future copy and art only to find him more interested in discussing his competitors' advertising—and a possible retaliation to it.

"Competitive copy," as

the term is commonly taken, is born when the real goal of advertising is not clearly defined. The fight is not against what others in your line say about your goods—not the practices in other barber shops, nor pianos X and Y.

The good fight is waged against the drowsy indifference of the public toward the product you make and market.

Shadow boxing, whether in the ring or in white space, is good exercise to open the pores. It is well to remember, though, that no opponents have ever taken the count in such a combat.

GEORGE BATTEN COMPANY, INC.

Advertising



NEW YORK
383 Madison Avenue
BOSTON
10 State Street
CHICAGO
McCormick Building

GEORGE BATTEN COMPANY, INC. • NEW YORK • CHICAGO • BOSTON

fessional and commercial people.

The next time you have a prescription to be filled at one of the downtown drug stores, note the difference in procedure between what happens today and what happened years ago. In the old days, the pharmacist, if not in personal attendance at the counter, would come from behind the scenes, take your mysterious little slip of paper, scan it with a practiced eye, reach for the necessary bottles, open the necessary drawers, and presently would hand you a neatly wrapped package with the information: "That'll be thirty-five cents."

Today's methods are different—and undoubtedly they are more efficient. Instead of presenting your prescription to the chemist himself, you hand it through a gilded grill to a blonde and permanently waved young lady, who stamps it, affixes a numbered sticker, rings up \$1.75 on the electric cash register, hands you a printed and numbered slip, and says: "This'll bereadyatfour-o'clock." You pay your money, take your identification slip and return at four to get your package, unless, of course, the prescription happens to be one of the sort requiring immediate attention, in which case you carry away the plunder in your hip pocket.

What has happened in the meantime? Has your original cough medicine recipe gone to the back room where a learned and degreed chemist has compounded its ingredients? Nothing of the sort. It has been recorded and spindled until time for the regular ten o'clock or eleven o'clock pick-up at which time it has gone with dozens of others to the prescription-filling office in some neighboring and less-expensive-per-square-foot location. In due time it has been compounded, labeled and returned to the drug store by the same scheduled messenger service. At four o'clock it is ready for you.

In the case of large chain-store organizations having a number of downtown establishments, the prescription-filling department may be operated on an exclusive basis, or it may serve the compounding needs of a dozen or more street-level stores. Economic pressure

has become so acute in retailing, especially in the high rental zones, as to preclude the use of space for anything save the most aggressive sale of merchandise. The day of slow-moving, long-profit items is past for the downtown dispenser, and his brethren in the suburbs and outlying districts find it necessary to fall in line or lose much valuable trade to the downtown stores.

A representative of a leading pharmaceutical house recently made the statement that in the city of Los Angeles, with a population rapidly approaching the million mark, there are only fourteen exclusive pharmacies. There are several hundred, if not several thousand, drug stores. According to this man, who has spent a lifetime watching the transition from apothecary to general merchant, the average downtown druggist would not know what to do with a prescription were it not for the specialists who make compounding them an exclusive business.

THE REASON FOR THE CHANGE

This radical change is the result of economic pressure. It is an answer to the need for quick sales at low margins to meet high rentals and keen competition. Space formerly occupied by the prescription department is now devoted to bathing suits, cafeterias, grocery specialties, popular literature, radio supplies or automobile parts. Originally a department of distinction, occupying a large part of the main floor, the prescription end of the drug store business was first restricted, then moved to the balcony or the basement, and now reposes inelegantly but efficiently somewhere upstairs.

There is little of the scientific atmosphere in the modern drug emporium, but there is a great deal of the romance and inspiration of aggressive merchandising to be found there. It is a department store in fact as well as in appearance, with specially trained managers to supervise its various activities and often with concessionaires operating such specialized branches as the soda fountain, the lunch room, the cut flower de-

partment or the cigar stand. It is not at all unlikely that this system of concentrated department store operation will find greater popularity and wider usefulness as the purely scientific end of drug store operation shrinks more and more into itself.

J. J. Keith Returns to Altorfer Bros. Company

J. J. Keith has disposed of his interest in the J. J. Keith Organization, Chicago, vacuum cleaner sales, and has been appointed associate sales manager of Altorfer Bros. Company, Peoria, Ill., manufacturer of A.B.C. washing machines. He was formerly associated with this company as advertising manager and later as associate sales manager, resigning in 1923 to join the household appliance division of the Federal Electric Company, Chicago.

With Wilbar Photo Engraving Company

Irving A. Kaplan, for the last eight years with the advertising department of Bonwit Teller & Company, New York, has joined the Wilbar Photo Engraving Company, New York, as contact executive. He was at one time with the Morse International Agency.

Sebring Pottery Appoints Edwards, Ewing & Jones

The Sebring Pottery Company, Sebring, Ohio, maker of "Ivory Porcelain" china tableware, has appointed the New York office of Edwards, Ewing & Jones, Incorporated, advertising agency, to direct its account.

Record Sales for Freed-Eisemann Radio

The Freed-Eisemann Radio Corporation, New York, manufacturer of radio apparatus, reports retail sales of over \$2,000,000 for October. According to the company this is the largest single month's business in its history.

Stove Account for San Francisco Agency

The Steiger & Kerr Stove & Foundry Company, manufacturer of Occidental stoves, has placed its account with Emil Brisacher & Staff, San Francisco agency. Pacific Coast newspapers will be used.

E. R. Fuller with Armour & Company

Edward R. Fuller has resigned from The Butterick Publishing Company, New York, to become associated with Armour & Company.

Accuracy in Reporting Wins a Subscriber

FRANCIS H. LEGGETT & COMPANY
NEW YORK

Editor of PRINTERS' INK:

How I first became acquainted with PRINTERS' INK? I think my experience in this regard differs from that of many others and may, for that reason, if for no other, prove interesting to you and your readers.

Some years ago I made an address before a meeting of the Advertising Club at which evidently there was present a reporter for PRINTERS' INK.

My talk was entirely extemporaneous, so that no copy of what I said was available to anyone. A few days later, much to my surprise, I received a marked copy of PRINTERS' INK containing a report of my speech.

I was much impressed with the extreme understanding and fidelity with which my words and ideas on advertising were reported by your representative. I then naturally scanned the other contents of the issue, and after doing so thought enough of PRINTERS' INK to subscribe for it.

It is my habit to pass PRINTERS' INK on to other men in our company who always seem glad to get it.

PHILIP C. STAIR,
Sales Manager.

"The Ceramist" to Change Name

The Ceramist, published by The Ceramics Publishing Company, Inc., Newark, N. J., beginning with the January number, will become *The Ceramic Age*. It is felt that the new title will more adequately describe the scope of the magazine.

At the same time other changes will be adopted in the make-up and general appearance of the magazine, including a change in size to 9 by 12 inches.

St. Louis Chamber of Commerce Honors R. B. Simpson

Roy B. Simpson, of the Simpson Advertising Service Company, St. Louis advertising agency, has been elected chairman of the Civic Problems committee of the St. Louis Chamber of Commerce.

New Minneapolis Advertising Business

Hollis R. Hawkey, for several years with the Herr Advertising Agency, Minneapolis, has started an advertising business at that city under his own name.

With "Mining Review"

James Kelly has been appointed advertising manager of the *Mining Review*, Salt Lake City, Utah.

The Lillibridge Viewpoint

Number Eight Issued from No. 8 West 40th Street, New York

Snare Drum Advertising

YEARS ago in one of the Hudson River towns there lived a fellow by the name of Harry Jennings. Harry played a cornet in the local brass band, and be it added, Harry played strictly by note.

Every Saturday night in the summer the band gave a concert in the trolley company's park out at the West End, and every Saturday night Harry sat proudly in the charmed circle under the dim lights of the bandstand—which grew dimmer whenever a trolley arrived or departed.

One Saturday night the leader of the band was ill, and Hakes, who played first trombone, took the baton. Hakes was one of those incorrigibles who must have his joke. And so, on this night, when he passed out the music for *Creole Belles*, he handed the snare drum part to Harry, and passed the word to the drummer to fake a part.

As we have said before, Harry played strictly by note, and as the last note of *Creole Belles* came echoing back from across the ravine, Harry turned to the player at his right and remarked, "That sure was an easy one—just tooting on the same note all the way through!"

We were going to editorialize on this and try to point

PAGE TWO

THE LILLIBRIDGE VIEWPOINT

out subtly that there is rather too much snare drum advertising.

But we've decided to talk about diamonds instead. Diamonds and ideas.

Ideas—particularly advertising ideas—are very much like diamonds. A diamond owes its sparkle and color and warmth to its many facets, which reflect and refract light. Without these facets it would be dull and uninteresting. Fresh facets or angles are also needed to make an advertising idea sparkle and to give the campaign color and warmth and human interest. Which is a thought for all of us to keep in mind.

From Round the World

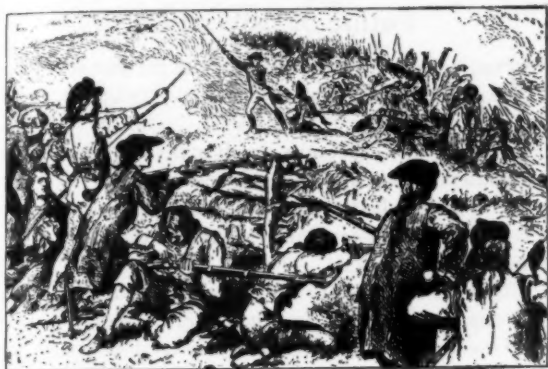
THE Lillibridge circle of friends is rapidly broadening. After every issue of THE VIEWPOINT we receive letters from business men (some of them competitors) all over the country, inquiring about the Lillibridge Fee-and-Budget system, or the Lillibridge "objective" method, or Lillibridge "follow-through." And now come letters from far-off Sydney, N.S.W., and Adelaide, Australia, and Helsingfors, Finland, asking for further information on the Lillibridge way of advertising.

It is a different way, so different that it is attracting the attention of men clear round on the other side of the world!



ILLUSTRATIVE of "the new American tempo," *Bottles* publishes the following:

"In the old days, if anybody missed a stage coach he was contented to wait two or three days for the next. Now he lets out a squawk if he misses one section of a revolving door."



No Powder to Waste

COLONEL WILLIAM PRESCOTT successfully defended Bunker Hill with 1200 men on the 16th day of June, 1775, not because he was blessed with more men or better guns, but because General Putnam went up and down the line before the Redcoats began to storm the hill and instructed his men, *"Don't fire till you see the whites of their eyes."* There was no powder to waste for the sake of making a big noise, or of staging an impressive battle.

We believe in General Putnam's philosophy; we insist on spending generously when we are convinced that only by generous expenditure can the "objective" be reached. But we never waste powder for the satisfaction of making a big noise.

The business man who is anxious to win the patronage or good-will of the public, but imagines it will cost more than he can afford to spend, will be interested to learn how economically it can be accomplished if worked out by easy stages following our "objective" method of handling a promotion program.

PAGE FOUR

THE LILLIBRIDGE VIEWPOINT

Future of Advertising

"THE advance in knowledge of the prevention of disease in the last quarter century is greater than in all the previous history of mankind," says a writer in *Printers' Ink*. "All that now stands in the way of complete utilization of this knowledge is the ignorance and prejudice of a great body of people. The Metropolitan Life's advertising is an effort to inform that ignorance and break down that prejudice."

"It is not too much to say that the kind of advertising this company is using is of such public importance that the Government could well afford to carry it on and pay for it out of the public funds. Such a course would be as logical and legitimate as the Department of Public Health. And when we are more enlightened, such an extension of Government activities will be the most natural thing in the world."

§ § §

This reminds us of Richard Walsh's contention that the day will come when the Government will use advertising as naturally as business does today, and that it is not too much to expect that ultimately the political party in power at Washington will run a page advertisement in the national weeklies every week reporting on its stewardship and telling the country in a straightforward way just what it is trying to accomplish.

6131-8

RAY D. LILLIBRIDGE INCORPORATED

Advertising

NO. 8 WEST 40TH STREET / NEW YORK

Telephone: Longacre 4000

Established in 1899

Wanted—Better Sales Management

the Cost of Distribution Is to Be Lowered, Sales Management Must Become More Efficient

By B. J. Williams

Director of Sales, The Paraffine Companies, Inc.

THERE is, today, a perfect frenzy for increasing sales. The board of directors decides that what the company needs is larger sales and more volume to place the business on a satisfactory and profitable basis. Sales, in the opinion of the board, should be greatly increased without adding materially to the sales expenses—the theory being that 10 per cent or 20 per cent might easily be added to the sales of each individual salesman without increasing his traveling expenses or his salary. The matter is discussed at some length with the president, who then goes to the general manager and says: "We must double our volume."

The general manager passes it along to the sales manager with a thumpety-thump on the table to emphasize its importance and the need for immediate action. The sales manager flashes the old man's message to the salesmen. "We must have more volume," and "if you fellows can't produce, then you'll have to make way for somebody who can."

What usually happens under such circumstances? The entire organization becomes panic stricken and mills around like a bunch of cattle, with the net result that sales show little, if any, increase. Indeed, in some instances of this sort, there is actually a decrease. There are few salesmen and very few organizations where sales cannot be materially increased if proper methods are used, but it can't be done by hollering at the salesmen.

Frequently, there is no close study of competitive conditions or even general conditions, nor is any effort made to determine why the volume is not then larger. No

serious consideration is given the question of whether or not the company is getting its full share of the business and there is no keen and critical analysis of the sales organization.

Now in considering a situation of this sort there are some fundamental factors that must be kept in mind:

To increase sales there is more involved than the selling ability of the individual salesman. Consideration must be given to such factors as the general standing and reputation of the company—the character, quality and demand for its product—the general policy of the company along the lines of assisting its dealers and jobbers to resell its merchandise—and its attitude on credits.

But far more important is the basic fact—the efficiency of salesmen singly or in groups cannot be greatly increased nor the standards of salesmanship raised unless there is first a marked improvement in the *character and quality of sales management*.

To have an alert, aggressive, and efficient sales organization there must be a high type of leadership. The sales organization—which, in the last analysis, is the sales manager—is the principal, if not the only point of personal contact between the company and the general public. The ideas, as well as the personal standards of conduct of the salesmen, are taken to represent the standards of the personnel of the entire organization, including the president and the board of directors.

How important, then, that the sales manager be a man of character and standing who shall properly protect the company's interests in this regard, and whose sales

policies and methods shall reflect the highest type of business ethics and practice.

The selection of a sales manager becomes, therefore, one of the most important duties entrusted to the higher executive of a company and one of the most far reaching in its consequences. Too many sales executives are chosen on the basis of their personal sales ability—in which case the sales manager is a sort of glorified salesman—a star performer on the road, with or without ambition to become an executive. Sometimes he is transferred to headquarters as sales manager against his own will and judgment, but it should require no argument to demonstrate that such a man is not necessarily possessed of the executive ability, judgment or resourcefulness required to select, train and direct a force of salesmen, not to speak of the broad fundamental knowledge of merchandising necessary to formulate plans for marketing a product of national or international consumption.

Do not misunderstand me—I am not opposed to making sales managers out of salesmen—I was a salesman before I became a sales manager, and I have known very few successful sales managers who were not able to sell. As I see it, a sales manager without a background of actual personal contact with the trade as a salesman is under a very great handicap in directing the work of a selling organization. But more, vastly more, is necessary successfully to fill such a position than the mere ability to sell.

In many organizations, the turnover in salesmen is very large and adds greatly to the costs of distribution. Why is this? Simply because the sales manager does not have the ability or has not been trained, to analyze the type of selling he has to do and to select men having the type of ability required. Or, having selected his men with care and judgment, he does not know how to handle them. Too many sales managers hire any salesman with satisfactory credentials who comes

along, regardless of his qualifications for the particular job to be filled. No greater fallacy exists today, nor one that is more universal, than that "selling is selling" and if a man can sell one thing or one line, he can sell anything or any line of merchandise. It's not so. A salesman may have been highly successful on a specialty and fall down completely on a staple line or vice versa. I have seen many men who were successful on city trade make a failure in the country, and the reverse is true.

HIRING AND FIRING IS EXPENSIVE

I stress this matter of study and selection of salesmen because I have no sympathy with the "hire ten and fire nine" theory of sales management. Hiring and firing salesmen is expensive business, and it is not fair to the salesman, himself, to hire him for a job of selling for which he does not possess the necessary type of ability, only to be obliged to drop him a little later, the process then to be repeated until by chance or accident the right man is found for the place. Even when the proper man is found, the sales manager's work has only begun, the handling and training being equally, or more important than the selection.

There are two schools of sales management—one is well illustrated in the characterization of a sales manager who said "we find 'em, feed 'em, fire 'em and forget 'em." In such an organization, the aim is to stimulate rather than instruct and develop. Any assistance or instruction given is of a highly standardized, even stereotyped character and pep letters loom large. Working on this basis there is a constant turnover of salesmen at a heavy expense to the company.

The other and newer school operates on the theory of "develop the men and the business will develop itself." A sales manager working along these lines will take a man with a natural aptitude for selling and make of him a steady producer and one who will constantly increase in value to the

Did you
ever see a
Transcript
thrown
away
in a
train
or
trolley ?

Boston Evening Transcript

Highest Ratio of BUYERS to Readers

National Advertising Representatives

CHAS. H. EDDY CO.

Boston New York Chicago

R. J. BIDWELL CO.

San Francisco Los Angeles

firm and to himself. In such an organization, salesman turnover is reduced to a minimum, indeed becomes quite negligible, with efficiency and good-will at the maximum. This involves much work on the part of the sales executive, but it pays.

The sales manager, aside from his knowledge of the technique of the line and the job, must have a keen understanding of, and interest in, human nature. He must work with the men individually and not in groups—he must know each man—his personal characteristics and the actual difficulties with which he has to contend in the field and in his home. He must be sympathetic, painstaking and patient.

In no line of work is the ability to handle and train men so great a factor, for unless a salesman is happy and contented in his mind he cannot produce—he cannot sell. In mechanical lines a man may be disgruntled, may be sore at his boss and have a grudge against society in general and yet this may in no appreciable degree affect the quantity or the quality of his work. Indeed, his state of mind may develop a fierce energy that will result in a greater output. But it is not so in selling. A salesman who is unhappy or worried, no matter what the cause, will show decreased sales. In the interest of orders, therefore, the sales manager must maintain a friendly and sympathetic attitude toward his men.

It goes without saying that working along these lines and carrying out such policies as I have referred to, the sales manager must have the support and co-operation of those higher in authority.

At this point, I would like to call attention to an important fact that is sometimes overlooked, namely, that the sales manager occupies a dual relation to the higher officials and his company. First, upon him is the responsibility of selling the merchandise from which the institution derives its profits and with which it pays its dividends, with all that is involved in the formulation and ex-

ecution of sales policies. Second, and more important, the sales manager should reflect by his conduct, character and ideals, the standard of business ethics of his company and the personal ideas of the men responsible for its management.

Selling is a vital factor in distribution and sales management is the most vital factor in selling. Therefore, directors and other officials interested in lowering the costs of distribution must give their attention to improving the quality of sales management.

Taxi Advertiser Stresses Quality Appeal in Advertising

The Quaker City Cab Company, whose initial charge is higher than that of some other taxi-cab companies of Philadelphia, admits this in its recent newspaper advertising, and endeavors to sell its cab service upon the style of its cabs.

"Every Quaker Cab is a new cab—neat and whole, quiet and easy-riding, readily-ventilated as desired, and manned by a competent, courteous driver," reads the copy. "One never has to apologize to one's companion or guest for a Quaker Cab. On the other hand, the choice of the Quaker Cab stamps you as one who puts quality above pennies. However, it can never cost you over a dime more to use a Quaker Cab, no matter how long the ride or how many passengers are carried."

Will Advertise New Bridge in California Newspaper

The Dumbarton Bridge, the first bridge across San Francisco Bay, is to be featured in an advertising campaign which will be directed by Emil Brisacher and Staff, San Francisco advertising agency. California newspapers and outdoor advertising will be used.

Newspaper Account for Charles C. Green Agency

The Philadelphia office of the Charles C. Green Advertising Agency, Inc., has been appointed by Smith Brothers & McCormick, investment bankers of Philadelphia, to direct their newspaper advertising.

Apparel Account for Sacks Agency

The Franceau Shop, New York, dresses and coats, has placed its advertising account with The Sacks Company, Inc., advertising agency, also of that city. Newspapers and magazines will be used.

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2,500,000 People

*Easy to Reach
Easy to Sell !*

Here is a populous, accessible market, abounding in an uncommon prosperity—everybody working, everybody spending—each an able-to-buy prospect for your Service or Commodity.

These people are easy to reach and easy to sell, at one small cost, through the papers that they and their parents and grandparents in this territory have been reading and following for a hundred years.

In addition to a Coverage that is unique for Completeness, these Newspapers lend to each advertiser a Prestige and resultant Pulling Power that is outstanding in the entire nation.

Over 600 national advertisers are selling successfully in this territory through The Courier-Journal and the Louisville Times alone.

over
147,000
daily

The Courier-Journal
THE LOUISVILLE TIMES

over
120,000
Sunday

Announcing
A New Managing Editor
for
The Farmer's Wife Magazine



F. W. BECKMAN
Prof. of Journalism

Iowa State Agricultural College
Ames, Iowa

Mr. F. W. Beckman comes to *The Farmer's Wife* as Managing Editor on December 15, 1926, after approximately thirty years of the most interesting editorial and journalistic experience.

After receiving his Degree of Ph.B. from the University of Iowa in 1897, he began as a newspaper reporter, advancing rapidly to the position of editor on a metropolitan daily newspaper. He then became editor of a Sunday magazine syndicate; later Professor of Journalism Iowa Agricultural College at Ames, and has occupied this position for the past fifteen years.

During the war he served in France and Germany, becoming Secretary of the Agricultural College Faculty A. E. F., University Beaune, France, in 1919. After the war he returned to his journalistic work at Ames.

The highest honorary positions have been accorded to him in this particular line of work, in which he enjoys a national reputation. Mr. Beckman is eminently fitted, by his broad education and experience, to manage for the farm women of America their ideal magazine.

For further facts see "Who's Who in America."

Mr. Dan A. Wallace continues as Directing Editor of *The Farmer's Wife* and *The Farmer*.

THE FARMER'S WIFE

A Magazine for Farm Women

WEBB PUBLISHING COMPANY, Publishers

St. Paul, Minnesota

Western Representatives
STANDARD FARM PAPERS, Inc.
307 N. Michigan Ave.
Chicago, Ill.

Eastern Representatives
WALLACE C. RICHARDSON, Inc.
250 Park Avenue
New York City

Member Audit Bureau of Circulations

Once Again: Why Not Advertise the Retail Price?

How the Bulova Watch Company Features Retail Prices in Its National Advertising

By Charles G. Muller

A MANUFACTURER of rings recently approached the Bulova Watch Company. He was about to begin advertising nationally, he said, for the purpose of giving dealers a background against which to sell his jewelry.

"But because many of my competitors skimp in manufacture and therefore can sell similar merchandise to mine for less money," he declared, "I am up against the problem of competitive prices. I don't know whether to feature a resale figure in my advertising, and I would greatly appreciate the benefit of your experience in advertising retail prices to the consumer."

William Scheibel, who is sales promotion manager of the Bulova company, gave this manufacturer the results of Bulova resale price advertising, not only in national copy, but in dealer helps. The story is as follows:

"Ever since our company began to advertise nationally, which is since the latter part of 1922, we have been inserting retail prices in our advertising copy. How successful this policy has been and how well dealers have accepted it may be judged by the fact that in June of this year we were \$480,000 orders ahead of shipments and were forced to take some models out of the sample line because it would be impossible to supply any more of these watches during the year.

"General conditions in the jewelry trade are such that national advertising of price makes for stability. The jeweler can be made to see this and to take advantage of what we do to establish watch prices.

"Speaking broadly, jewelers have come to the conclusion that Ford and Chevrolet agents are greater competitors than the fel-

low jeweler around the corner. The average merchant in our line feels that the automobile industry is taking money out of his pockets by selling cars for a small down payment and a few dollars weekly. How acutely they feel this is evidenced by the recent action of the National Retail Jewelers Association in raising a \$2,000,000 fund for a three-year national advertising campaign to teach the public the way back to the jewelry store.

"Another angle is the part-payment situation right in this field. Because watches are what the layman looks upon as a blind article—not extensively trade-marked—many part-payment jewelry concerns buy imported movements at very low cost and retail them at \$30 and \$35. These so-called dingbat or no-name watches soon give trouble, and the consumer loses faith in timepieces generally.

"This no-name watch situation is a source of trouble to the cash jeweler and also to the high-class part-payment man. The success of our price advertising is due in large measure, we believe, to the fact that it helps to clear up this troublesome condition both for the cash jeweler and for the time-payment merchant.

"When the consumer, having bought a no-name watch and found it faulty, sees a Bulova advertised for the same price, say \$35, which she paid for the defective article, she sits up and takes notice. If she is considering buying a watch without a name, on the other hand, our advertising shows her what she can get in the way of a standard, branded article for the same money. Naturally, she will prefer a watch with a backing.

"For the part-payment merchant, our advertising works

equally satisfactorily. It gives him a choice between trying to sell a customer a no-name article on which he gets a wide margin and selling a Bulova on which his margin is very good. As we point out to him, while the margin on the no-name piece is higher, our watch, we show from actual figures, turns over more rapidly because it is advertised.

"The jeweler is glad to back our advertising for four reasons:

"(1) He makes a good profit at the advertised price;

"(2) Our advertising assures him that all other jewelers are selling the same watch for the same price;

"(3) Our price advertising enables him to show the customer that his figure is absolutely right;

"(4) He likes to have the public know that he is not selling for more than the regular price. This is particularly true with part-payment merchants, some of whom advertise 'nationally advertised goods at nationally advertised prices—on credit.'

LITTLE TROUBLE WITH PRICE CUTTERS

"We have very little trouble with the price cutter and less from the merchant who seeks more than the advertised price. The former we reach by carefully going over his selling costs with him and showing, for example, that on a watch which costs him \$19.50 and which he sells for the advertised price, he can bank \$6 at the end of the year—with all his overhead accounted for. How, we ask, can he afford to sell the watch for less than the price we suggest? Where this argument does not prove effective, we tell the persistent price-cutting merchant that we are oversold and cannot supply him.

"In those rare cases where a dealer, feeling he should get a higher price from the consumer, marks his watch above the advertised figure, we indicate how he hurts good-will by the higher price. We point out that a customer buying a watch from him for \$40 and seeing the same one in another store for \$35, or seeing it in our national advertising for

\$35, will want to know the reason why she had to pay him more. And when she finds out that he has boosted the price, she will doubt his other prices. She may not bother to go to his store in the future.

"Our jewelers favor an advertised price also because it enables them to show a magazine page to the consumer to confirm their personal word, because it assures dealers that the man down the block will keep his price right, and because it gives to their Bulova watch stock a stability and prestige which they could not have without such price advertising."

Page advertisements, showing from ten to forty models of Bulova watches, each with its price featured, appear thirteen times a year in a national weekly, and also in a general monthly. Colors are used, and each insertion plays up a new model.

This advertising is merchandised to Bulova dealers in a *de luxe* portfolio which goes out every two months with reproductions of two advertisements. These reproductions of the national advertising are for the merchant's store display and to serve as proof to his customers that the prices he quotes are the actual prices other Bulova jewelers quote.

Price advertising is followed up in the actual goods sent to the dealer. A special metal tag, designed to harmonize with the watch and its display box, is attached to each watch and tells the retail price. This tag, for instance, reads "Bulova \$28.50" and assures the customer that the merchant's figure is the right one.

Further tie-ups are made in store catalogs. For this purpose, the company supplies jewelers with page Bulova layouts, picturing many models and giving the price of each.

During a recent drive on strap watches, the company mailed a bulletin to every name on its list. This bulletin contained layouts for local advertising, and in each of these the price of the watch was stressed, to tie in with the national campaign. Among these layouts, which were offered in either mat



MILLIONS ARE NOT ENOUGH



FOR some years the mania for millions of circulation has held sway over the minds of many space buyers, advertisers, and publishers. Gradually now, above the tumult of shouting in large numbers, is coming to be heard the cool, level voice of the more astute, inquiring "What's it all about?"

Does any one seriously believe that the population is multiplying as fast as the totals piled up by the circulation builders?

Does any one suppose that the time which the American people devote to reading is increasing as fast as the product of the printing-press?

Does any one calculate that a page reproduced ten million times is going to get ten times as much attention as a page reproduced one million times?

It is quite possible today to buy advertising space having an apparent aggregate circulation of 25,000,000—one copy for every family in the United States. Soon it may be possible to buy 110,000,000 circulation—one copy for every man, woman, and child.

And yet the wisest heads in the business know and say with growing emphasis that *millions are*

MILLIONS ARE NOT ENOUGH

not enough. Nobody will ever buy universal advertising or win unanimous patronage. Even if some mightier circulation wizard could offer the advertiser that boon lightly referred to as "one hundred per cent coverage" he couldn't afford to pay for it and he wouldn't want it.

At some stage in his expansion every advertiser—no matter how common his product—cries quits and begins to talk about selectivity.

The mania for millions has postponed that salutary second thought in the harried brains of many who are beginning to wish that it had occurred to them sooner. Always there will be plenty of advertisers who can wisely spend money freely to reach the masses—though not *all* the masses. There will always be, however, many more advertisers who will conserve their funds by recognizing the limitations imposed by the quality of their own products, who will advertise to the influential minority and trust to the influence of that minority to spread the news of their products through the masses as widely as desirable or useful.

Advertising in **THE QUALITY GROUP** reaches 700,000 of the influential minority—and it is *next to thinking matter*.

THE QUALITY GROUP

285 MADISON AVENUE, NEW YORK

1058 Park Square Bldg.
Boston

244 La Arcada
Santa Barbara

30 North Michigan Ave.
Chicago

THE ATLANTIC MONTHLY
THE GOLDEN BOOK MAGAZINE
HARPER'S MAGAZINE

REVIEW OF REVIEWS
SCRIBNER'S MAGAZINE
THE WORLD'S WORK

or electro form, were ten units which the company considered to be new in watch advertising.

These consisted of single-column two-inch layouts to be embodied in any local jewelry advertisement. Set in an attractive border, on the bottom of which in very small letters was the name Bulova, was pictured a watch model. As a separate tag in the corner was the price of each model in large numerals.

Thus the company not only has featured prices in its national announcements to the consumer, but it has worked closely with dealers, making it easy for them to tie up to this price advertising by putting decorative price tags on the watches themselves, on window display units and on mats and electros.

H. C. Balsiger Resigns from Grocers' Association

Herman C. Balsiger, for more than five years secretary-manager of the board of directors of the National Association of Retail Grocers, has resigned effective January 1. C. H. Janssen, secretary of the St. Paul Retail Grocers Association, has been elected to succeed Mr. Balsiger.

Virginia Publishers to Meet

The mid-winter meeting of the Virginia Press Association will be held on January 14 and 15 at Farmville, Va. J. B. Wall, publisher of the Farmville Herald, is president of the association.

Manufacturers to Advertise Red Cedar Shingles

The red cedar shingle manufacturers of Washington, Oregon and British Columbia at the tenth annual red cedar shingle congress held last week at Seattle, started a drive for a \$300,000 fund for a year's advertising campaign. A committee of seven headed by B. H. Olwell, of Everett, Wash., was appointed to work out a plan. It was decided to raise money for the fund on a pro rata basis. The assessment will probably be ten cents a thousand on the manufacturers' output.

Amend City Charter to Permit Advertising Tax

The city charter of Gainesville, Ga., was recently amended to provide for the imposition of a one-mill tax. Returns from this tax are to be used for advertising the advantages of the city as an industrial center. The mayor, the president of the Board of Commerce and another person to be selected by the two, will constitute the membership of an industrial and advertising board.

John Clayton to Join Australian Concern

John Clayton has resigned as advertising manager of the District of Columbia Paper Manufacturing Company, Washington, D. C., to become associated with his brother at Sydney, Australia, in Printers, Ltd., as head of the department of printed salesmanship.

Sales Manager Advanced to Vice-Presidency

Charles M. Griffith, for a number of years sales manager of William Wharton, Jr., & Company, Inc., Easton, Pa. steel castings, forgings, etc. has been elected vice-president.

November Chain Store Sales

| Company | November 1926 | November 1925 | % Change | 11 Months 1926 | 11 Months 1925 | % Change |
|----------------------------|---------------|---------------|----------|----------------|----------------|----------|
| F. W. Woolworth..... | \$22,532,891 | \$20,676,910 | 8.9 | \$212,285,545 | \$199,689,378 | 6.3 |
| J. C. Penney..... | 13,333,637 | 9,853,478 | 35.3 | 99,607,262 | 78,451,109 | 27.0 |
| S. S. Kresge..... | 10,956,594 | 9,425,235 | 16.2 | 98,767,244 | 87,982,049 | 12.2 |
| S. H. Kress..... | 4,821,600 | 4,110,692 | 17.3 | 42,200,669 | 37,355,843 | 13.0 |
| L. K. Liggett..... | 4,595,113 | 3,627,304 | 26.6 | 46,955,547 | 38,423,937 | 22.2 |
| W. T. Grant..... | 3,725,516 | 2,921,553 | 27.5 | 29,479,616 | 24,828,736 | 18.7 |
| McCrory Stores..... | 2,911,691 | 2,672,975 | 8.9 | 27,536,780 | 24,245,044 | 13.5 |
| Childs Co..... | 2,180,852 | 2,107,436 | 3.4 | 23,557,567 | 22,065,637 | 7.3 |
| B. F. Schlesinger..... | 1,742,000 | 1,632,000 | 6.7 | 14,170,000 | 12,879,000 | 10.0 |
| G. R. Kinney..... | 1,605,185 | 1,433,266 | 11.9 | 15,702,558 | 15,289,744 | 2.7 |
| Hartman..... | 1,392,546 | 1,247,840 | 11.6 | 17,110,038 | 13,647,561 | 25.4 |
| J. R. Thompson..... | 1,192,523 | 1,094,306 | 8.9 | 13,119,839 | 11,784,378 | 14.7 |
| Metropolitan..... | 1,010,269 | 794,309 | 27.1 | 8,867,529 | 6,842,099 | 29.6 |
| McLellan Stores..... | 987,592 | 647,929 | 52.4 | 7,211,978 | 5,120,749 | 40.8 |
| David Fender..... | 956,130 | 784,292 | 21.9 | 9,624,853 | 7,501,919 | 28.2 |
| J. J. Newberry..... | 955,258 | 646,892 | 47.6 | 7,819,896 | 5,404,019 | 44.7 |
| F. & W. Grand..... | 954,490 | 837,717 | 13.9 | 8,672,397 | 6,779,404 | 27.9 |
| Piggly Wiggly Western..... | 815,709 | 573,815 | 42.1 | | | |
| People's Drug Stores... | 591,964 | 420,933 | 40.6 | 5,566,128 | 4,667,118 | 19.2 |
| I. Silver & Bros..... | 479,809 | 353,391 | 35.7 | 3,834,374 | 3,207,952 | 19.5 |
| Neisner Bros..... | 426,459 | 260,238 | 63.8 | 3,357,391 | 2,076,576 | 61.6 |
| Fanny Farmer..... | 299,617 | 259,141 | 15.6 | 2,836,151 | 2,196,994 | 29.1 |

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\$300,000
campaign
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43 13.0
37 22.2
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61 25.4
78 14.7
99 29.6
49 40.8
19 28.2
19 44.7
04 27.9
Wash.
18 19.2
Ore.
52 19.5
76 61.6
04 29.1

Balanced Distribution

State by State

On the right, the distribution of the value of farm buildings is charted by states. On the left is a chart of Farm Life's circulation by states. Farm buildings are an index to continued progress and prosperity over a period of years. The Farm Life group of more than a million ordinary farm families is distributed in proportion to these evidences of permanent and continuous farm prosperity.

Farm Life's editorial policy appeals to folks to whom the farm is a permanent home.

T. W. LeQuatte
Advertising Manager

Farm Life

Spencer, Indiana

Value Farm Buildings

Maine
N. H.
Vt.
Mass.
R. I.
Conn.
N. Y.
N. J.
Pa.
Del.
Mo.
Va.
W. Va.
N. C.
S. C.
Ga.
Fla.
Ohio
Ind.
Ill.
Mich.
Wisc.
Ky.
Tenn.
Ala.
Miss.
Minn.
Iowa
Mo.
N. D.
S. D.
Nebr.
Kan.
Ark.
La.
Okla.
Tex.
Mont.
Idaho
Wyo.
Col.
N. M.
Ariz.
Utah
Nev.
Wash.
Ore.
Cal.



Industrial **MICHIGAN**

**Booth Papers Intensively
cover this Territory of
Great Prosperity and unusual
Buying Power**

To determine the basis of Michigan's great buying power study its present industrial position as a producer of wealth. Michigan is the acknowledged automobile center of the world, manufacturing two-thirds of the world's motor car supply valued at over \$1,500,000,000. Fifty-five plants are busily engaged in this great enterprise employing a vast army of skilled labor whose earning power is above \$260,000,000 annually.

Second in importance is the gigantic industry supplying the cars and engines and water wheels, iron and steel forgings, power machinery, sheet metal goods, brass, lumber and timber, furniture, paper and pulp, chemicals, coal, iron ore and copper. All these industries are the great source of Industrial Michigan's productive wealth,

Second in importance is the gigantic industry supplying the mills and
 engines and water wheels, iron and steel forging, power, electric
 machinery, sheet metal goods, brass, lumber and timber, furniture,
 paper and pulp, chemicals, coal, iron ore and copper. All these indus-
 tries are the great source of Industrial Michigan's productive wealth,
 and in total value represent nearly \$4,000,000,000 in annual output.

How Booth Newspapers Cover the State

Booth 8 evening newspapers completely cover Industrial Michigan with the exception of Detroit. These papers not only enter the homes of over 250,000 families in the 8 leading cities but they reach out into the suburban territory and form one complete connecting link that blankets the State.

The national advertiser can reach one million readers who are among the greatest buyers, per capita, in the country at very little cost.

The Booth organization is ready to assist any advertiser anxious to capture this great market.

THE BOOTH NEWSPAPERS

Grand Rapids Press
 Flint Daily Journal

I. A. KLEIN
 50 East 42nd St., N. Y. C.
 Eastern Representative

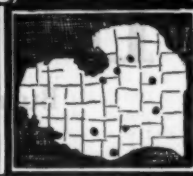
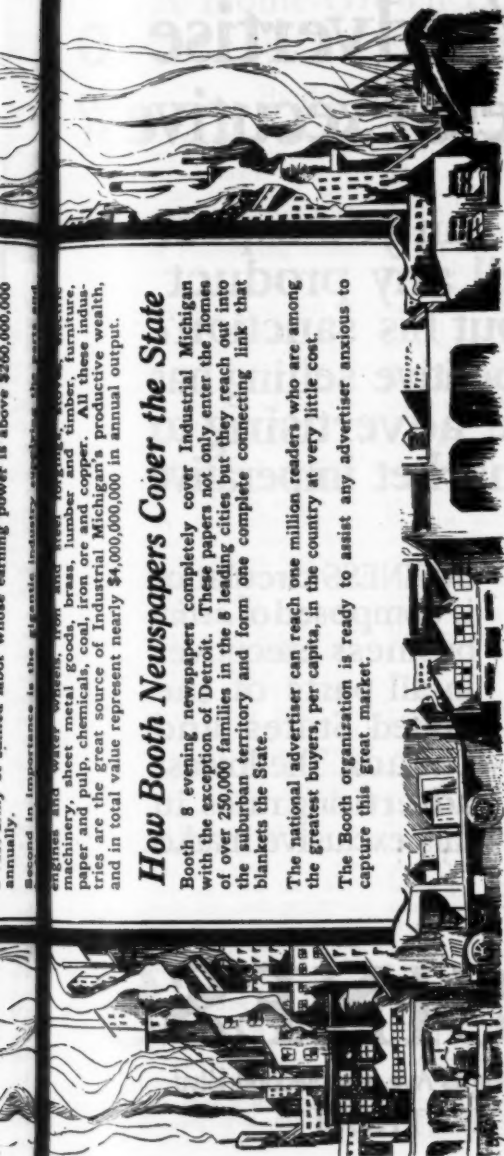
Saginaw News Courier
 Kalamazoo Gazette

The Booth Publishing Co.

Jackson Citizen Patriot
 Bay City Times Tribune

J. E. LUTZ
 Tower Bldg., Chicago
 Western Representative

Muskegon Chronicle
 Ann Arbor Times News



WHY advertise to business executives?

How can you expect to sell any product without his sanction? Competitive selling has made advertising to this market imperative

BUSINESS circulation is composed of *active* business executives in all parts of the United States and Canada. The lowest advertising rates in this exclusive market.

*R*ATE CARD
UPON REQUEST

BUSINESS

Burroughs Ave. and Second Blvd.
DETROIT

J. B. HAYES
One Park Ave. Bldg., 1 Park Ave.
New York, N. Y.

C. B. MacGREGOR
Burroughs Ave. and Second Blvd.
Detroit, Mich.

S. D. R. SMITH
420 S. Wabash Ave.
Chicago, Ill.

E. C. WILLIAMS
Market Bldg.
San Francisco, Calif.

A Home-Grown Leader

In His Search for a Leader or an Idea the Manufacturer Should Not Overlook His Own Home

By Roy Dickinson

A LARGE number of manufacturers have discovered that their homes make excellent laboratories for uncovering both new copy angles and advertisable leaders.

A wife in Pennsylvania talked to her husband about a new hardwood floor. When it came to its laying there was a great deal of trouble, fuss and expense. The husband had his curiosity aroused, experimented and finally worked out a product in his factory and Cromar, the leader which developed as a result, allowed a lumber yard to branch out with a brand of prepared floor covering.

Wives have suggested to their manufacturer husbands scores of products. A nationally known shampoo, an improved mop, a better nursing bottle and an improved clothes hanger are among those which occur to memory.

A useful little product which became the leader in a long line of glassware had a somewhat similar genesis. T. G. Hawkes & Company, of Corning, N. Y., manufacturers of cut glass, make engraved glass, rock crystal, sterling silver mounted glass, auto vases, desk sets, cigarette boxes and a long line of other products. Although the line was a large and varied one, it had no leader.

Several years ago, T. de M. Hawkes, vice-president of the company, did not like the salad dressing which his cook prepared. As most men know, it often requires tact to question anything which is part of the family meal. Mr. Hawkes put it this way to his wife: "You know that I don't like mayonnaise. Bridget is a fine cook but there is only one person in the world who really knows how to make salad dressing, and that is you. Let me have a little of that French dressing you made last night. I know that there must

have been some of it left over."

Mrs. Hawkes, pleased at the tribute, told him that he would have to wait a few minutes until the maid could put it in a suitable dish, saying that she always kept the left-over dressing in a bottle in the refrigerator. "Forget the dish," said Mr. Hawkes, "just have it served in the bottle. Your French dressing doesn't need anything fancy to make it taste good." So the maid was summoned to bring the left-over French dressing just as it was. Sure enough it was just as good as usual. The right amount of vinegar to give it an edge and the right amount of oil to give it smoothness, the proper blend of salt and pepper. But the bottle itself was not so so attractive. A regular eight-ounce container which awakened memories of the doctor and a familiar though highly unpalatable household remedy. Mrs. Hawkes had an idea. Said she, "You're in the glass business and making all sorts of good-looking things in crystal, engraved and cut glass. Why not make a real mixing bottle for French dressing? Have the neck big enough for the oil and vinegar to be poured in, with plenty of space to get the salt and pepper in, too. Then I'll be able to measure out the right amount of ingredients, pour them all together in the bottle, put the stopper in and you can have the fun of shaking it yourself."

THE EVOLUTION OF A LEADER

Mr. Hawkes thought it was a good idea. He could see that if it filled a want in his own home it would also be likely to fill a want in thousands of other homes, too. He went down to the plant and a few days later brought home a bottle made according to his wife's specifications. It was good look-

ing, rightly proportioned and attractively engraved. The throat was wide and the pouring lips shaped well. A crystal stopper imparted the final touch. Mrs. Hawkes was delighted. Then she poured in just the right quantity of vinegar. That done, a diamond pointed glass cutter was used to indicate by a scratch on the bottle just how high it came. The same thing was done with the oil. Following it was a dash of pepper and a pinch of salt. The husband shook it. The oil and vinegar blended in the perfect union which he enjoyed. What remained of the dressing was put in the refrigerator, mixing bottle and all, to be saved for future use. Three days later Mr. Hawkes tip-toed into the glass cabinet and stole the bottle, slipping it into the pocket of his coat and taking it back to the factory. Turning it over to the engraver who had given it its first decoration, he instructed him to bring out in strong relief the line that indicated the exact mark to which his wife had poured the vinegar and to engrave in connection with it the word "Vinegar" and to do the same thing with the mark for the oil.

That is the true story of the origin of Hawkes' mixing bottles for French dressing. It became the leader of the entire line of Hawkes' glassware. Made in various shapes and designs, ranging in price from \$2 to \$6, it was first protected by design and mechanical patents. In the beginning it was sold locally to a few people, then, later, advertised in a national woman's publication. The simple little bottle thought out at the dinner table branched out rapidly as a leader. Three other companies were licensed to manufacture it on a royalty basis. Other wives in other homes proved that Mrs. Hawkes was right by buying them. Since that first home experiment some 100,000 mixing bottles have been sold.

Mr. Hawkes says: "The sale of these bottles is as vigorous as in the beginning and they are the outstanding leaders of our line. Furthermore, they are good repeat propositions. A customer who

once handles them keeps ordering from time to time by mail."

Home is a good place to discover new leaders, new copy angles, new selling ideas. A linoleum maker secured a number of new talking points and ideas for his product from the colored maid who does the weekly cleaning. There are ideas all over the house for the manufacturer, from the storeroom and the cedar closet in the attic to the coal furnace or oil burner in his cellar.

The manufacturer looking for new leaders and new ideas should not neglect his own cook, the ash man, the delivery boy, the mail man and a host of other people close to his own household.

And above all others, let him not overlook that never-failing source of inspiration and help, the big chief of the whole home, that person who gave unmistakable evidence of great common sense and sound judgment when she married him.

Appointed by Handy Picture Service

H. J. Lambert, who has been field supervisor in the Buffalo office of the Jam Handy Picture Service, has been transferred to the headquarters of that concern in Chicago. He will be in charge of service in the Chicago zone and will also assist in the direction of national service.

Frederick W. Perkins, formerly manager of the motion-picture division of the Department of Agriculture, has been appointed Washington service representative. He will have charge of client's field service in Delaware, Maryland, Virginia and West Virginia.

F. A. Arnold Joins National Broadcasting Company

Frank A. Arnold has joined the recently organized National Broadcasting Company, Inc., New York, as director of development. For the last nine years he had been with Frank Seaman, Incorporated, New York, resigning last spring as vice-president.

Radio Account for Corman Agency

The Corman Company, Inc., New York advertising agency, has been appointed to direct the advertising account of the Nassau Radio Company, Brooklyn, N. Y. Newspapers will be used.



Our Folks Appreciate Good Coffee

FOLKS in and around Albany like good coffee; and makers of good coffee sell lots of it here. But INVITATION COFFEE was a new one on our folks. They had never heard of it until the evening of November 15th.

THEN during the four days following they bought 15,000 pounds of it.


WHY?

WELL, because on November 15th THE TIMES-UNION, in a full page advertisement introduced INVITATION COFFEE to Albany and its environs.

*What we do for makers of
good coffee, we do for
makers of any good product*

The Times-Union.

**FIRST IN ALBANY, N. Y., BY EVERY
POSSIBLE LOGICAL COMPARISON**





SUCCESSFUL FARMING has always concentrated its circulation mainly within the "Heart States"—the richest of all farm territories.

Through unquestioned methods—almost entirely through the mails at an enormous cost—it reaches one in every three of these farm homes. It gives advertisers complete coverage of the leading farm market.

SUCCESSFUL

E. T. Meredith, Publisher

Advertising Offices: DES MOINES

NEW YORK

CHICAGO

UIS

I have often wished that I could buy at a premium only voluntary subscribers—

**Edw. T. Hall, Pres., Association
National Advertisers*

THE circulation of *Successful Farming* has been built largely through mail solicitation. In the last five years it has mailed more than twenty million letters and circulars to substantial farmers in the "Heart" of American agriculture.

During the past 10 months, nearly five million pieces of such matter have gone out to selected lists of two million farmers.

And what has been the result? Consistent contact with substantial farmers and farm owners has built up one of the best farm paper circulations in America—a farm circulation that is almost purely voluntary... The kind of subscribers who are willing to pay the regular price for their favorite farm paper.

Here, then, is a class of farm paper subscribers concentrated in the richest agricultural territory in the world that can nowhere be duplicated.

Advertisers' key sheet returns are proving the buying strength of this quality farm circulation. Through *Successful Farming* they are reaching the best selected list of farm families in America.

**A copy of Mr. Hall's complete address will be sent on request.*

FARMING

Des Moines, Iowa

ST. LOUIS KANSAS CITY MINNEAPOLIS SAN FRANCISCO

Check-List's Count for Half the Battle

Here's where we echo Mr. Shaw

Ten years ago Mr. A. W. Shaw, of "System," wrote a book outlining the functional approach as the logical road to solving any business problem. This systematic approach he split into four steps (the description is ours, not quoted):

- 1—Forgetting personal likes and dislikes—never minding whether logical changes might upset comfortable habits—looking only at the greatest good of the greatest number.
- 2—Cutting each big problem into all the little ones that make it big—making a check-list.
- 3—Listing "pros and cons" at every point.
- 4—Standing off and taking a fresh, impartial look in preparation for a detached, well-balanced judgment.

Our sentiments, exactly, and the only method we know how to use in tackling problems in advertising relations and management.

Twenty-three years ago, as a freshman agricultural student, Lynn Ellis had the check-list system wished on him and he has never been able to get away from it.

A blind man *feels* the elephant at one point and immediately knows all about it. But your expert livestock judge *sees* his animal from many viewpoints before he reaches a conclusion. He cuts his subject first into major essentials—trueness to breed or type, conformation and soundness, condition, temperament and so on. He splits these into minor points, assigns a proper weight to each and builds up a composite judgment step by step according to a predetermined score card.

Fortunately for the student and for the welfare of the livestock industry, master judges long ago agreed on standard points and weights for almost every breed and block type. The beginner has had his check-lists to begin on.

Quite as unfortunately, both the student and the business of advertising have been shy on check-lists. Personal likes and dislikes have settled many a problem for want of a handy way of applying the second and third steps of Mr. Shaw's outline.

Lynn Ellis, Inc., can't *enforce* the detached state of mind but can *supply* it, and in "Check-List Contracts for Advertising Service" it offers a whole bookful of handy lists on which to build the service agreement, the service organization and both cost and filing systems. What Craig's "Judging Livestock" was to the animal husbandry world of twenty years ago, "Check-List Contracts" is to the advertising business-profession of today, the one book that should be in every desk from that of yearling cub to general manager.

Mr. Shaw presents the proper *plan* of attack—our book presents the concrete working forms. Whether or not you render unto him the order that should be his, send ten dollars today for "Check-List Contracts."

LYNN ELLIS, Inc.

**Advertising Relations
and Management
NEW YORK**

Room 346, Desk A-9
One Madison Avenue

Recent Trade-Mark Decisions by Court of Appeals

These Decisions Throw Light on Certain Legal Phases of Trade-Mark Practice

*Washington Bureau
of PRINTERS' INK*

WHEN the number of cases is considered, the most valuable source of decisions governing the use and registration of trade-marks is the Court of Appeals of the District of Columbia. This Court specializes in trade-mark cases. Appeals from the decisions of the Commissioner of Patents are taken directly to it, and its decisions can be appealed only to the Supreme Court of the United States. The highest Court of the land, however, usually refuses to consider trade-mark cases that are appealed, with the exception of a very few. Hence, in the great majority of such cases, the decrees of the Court of Appeals are final.

Recently the Court of Appeals of the District of Columbia decided a number of cases which are important in illustrating certain legal phases of trade-mark practice. In one instance, it was decided that two marks which bear an unmistakable and general likeness, applied to goods of the same descriptive properties, may not be considered similar under the law, and may both be registrable.

In this case, the record shows that the Bradley-Wise Company filed an application for registration of a trade-mark on October 12, 1923, use being claimed since April, 1921.

The Patterson-Sargent Company opposed this registration, claiming that its mark was in use as early as 1907, and that it was the subject of several registrations in that year. The sole question in the case was whether the Bradley-Wise mark is so similar to the mark of Patterson-Sargent's prior registrations as to be likely to cause confusion in trade. The Court emphasized this fact, noted that upon this issue there were concurring decisions of the Patent Office in favor of the Bradley-Wise Company,

and quoted the Commissioner's description of the two marks as follows:

"The applicant seeks registration of two trade-marks, both including the representation of a bucket of paint, open and having a painter in workmen's clothes carrying a paint brush in one hand standing in the bucket. Across the side of the bucket appears the word 'Bradley's' and a second smaller representation of the mark. The representation of the workman, or painter, is surrounded by a ring. The background within the ring is colored red, as indicated by the specimens. One of the applications for registration differs from the other only in having the slogan, 'Service in Every Can,' appear on the face of the ring about the painter or workman.

"Opposer has registered its mark and it comprises a paint can having a lid thereon, together with a picture of a man in civilian clothes lifting one edge of the lid and peering into the can. There is an accompanying slogan, 'Look Into It,' printed below the can. On the side of the can appears a ring of white having the name of the opposer company printed on the face of the ring, together with the cities in which such company presumably has offices or distributing plants. Within this white ring are the letters 'B. P. S.' upon an orange background."

The Court decided that these marks are not sufficiently similar in appearance as to be likely to cause confusion in trade or commerce. However, the decision relates that it is true that the features of a paint can and a man are conspicuous parts of both marks, but it emphasizes that their relative positions, together with the dissimilar attitudes and clothing of the men, produce an effect of contrast rather than resemblance, and concludes: "Notwith-

standing the prior registrations by appellant, the appellee had the right to use the figures of a paint can and a man as parts of its mark, provided this be done without deceptive imitation of the appellant's mark."

The value of establishing priority of use was illustrated by the case of My Own Company versus The Janszen Grocery Company. This was an appeal from a decision of the Commissioner of Patents sustaining notice of opposition by the latter concern to the application of the former company for the registration of the trade-mark "My Own" for food products, condiments, canned fruits and vegetables, soups, and condensed and evaporated milk.

It was conceded that the mark had been used in interstate commerce by My Own Company since May, 1922; but The Janszen Company offered evidence tending to establish its use of "My Own" as a trade-mark for canned goods since 1900. Therefore, as the decision points out, the case turned upon the sufficiency of the testimony to establish prior use during the period named. In regard to this point, the Court found that the evidence conclusively established prior use of the mark by The Janszen Grocery Company, and sustained the Commissioner in rejecting the registration of My Own Company.

If a trade-mark has once been denied registration under the Act of February 20, 1905, it is useless to attempt again to register it under the same act, according to the Court's decision in the case of the Reo Motor Company. The decision relates that in 1919 the applicant filed an application in the Patent Office seeking registration of the words "Speed Wagon" for trucks, and that this application was denied by the Commissioner of Patents on the ground that the mark was descriptive and therefore not registrable under the act. "No appeal was taken from that decision. Subsequently there-to the Act of March 19, 1920, was passed, and appellant registered the mark under that act."

On September 5, 1924, the Reo company again filed application for registration of the same mark under the Act of 1905, this application being virtually a repetition of the former one already denied. In regard to this application, the decision of the Court reads:

"In the present application it is stated that the word 'Speed,' as part of the mark, has the suggestion of progress, good fortune and success, or something tending to promote the same, while the word 'Wagon' denotes a vehicle designed for carrying goods and commercial purposes." However, the Court would not accept this interpretation, and refused registration of the mark on the ground that the words composing it are still descriptive of the goods.

Similarity was also the issue in the case of Bliss, Fabyan & Company in opposing the registration of a mark by Haas Brothers Fabrics Corporation. The decision relates that the opposers are sole distributors for numerous manufacturers of cotton and artificial silk goods, and that, early in 1910, they adopted the mark "Ripplette" as their trade-mark for various classes of fabrics, and that they registered the mark in 1910. It was also shown that they have used the mark continuously ever since in this country and abroad.

On February 6, 1925, Haas Brothers Fabrics Corporation applied for registration of the word "Ripleene" as a mark for various goods which have since been limited by applicant to "sheer silk piece goods." In the application, use of the mark was claimed since March 7, 1921.

The Commissioner of Patents sustained the opposition to the registration of the mark "Ripleene," and in agreeing with his decision, the Court of Appeals gave this explanation:

"The words in question, to wit, 'Ripplette' and 'Ripleene' are confusingly similar. As stated by the Commissioner, 'The words look alike, sound alike, are the same length, have the same number of syllables, and have the same suggestive meaning.' It is

Dec. 16,

Offe



Iowa
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Ask
Farmer

East
WALLACE
350 Park

Iowa



In Iowa the Farm Market Offers the Greatest Sales Opportunities



Total Population

2,420,927

City Population

All Cities 10,000 and over 659,865 or 27%

Town Population

All other Incorporated towns 745,797 or 31%

Strictly Rural

All on Farms

1,015,265 or 42%

Iowa has Ninety-nine counties. Its Rural Population outnumbers both City and Town Population in Sixty-seven of these counties. The City and Town Population outnumbers the Rural Population in Thirty-two counties. Rural Trade is, therefore, the dominating factor in more than two-thirds of the State and a very strong influence in the other one-third. It is not too strong a statement to say that were it not for the Rural Trade over two-thirds of Iowa dealers would go out of business.

Rural Iowa is the easiest market to Influence through Advertising

The best medium through which to reach this great market is Wallaces' Farmer. It renders a greater service to Iowa farm folks than any other Iowa farm paper. For over Thirty-one years Wallaces' Farmer has been serving farm folks, and each year it serves a greater number. Now over 100,000—a subscription list that is something more than mere circulation—no premiums—no arrears—circulation that eliminates waste to the minimum on the part of the advertiser.

Ask us for interesting data about Iowa and about Wallaces' Farmer. Address:

WALLACES' FARMER

Des Moines, Iowa

Eastern Representative

Western Representative

WALLACE C. RICHARDSON, INC.

STANDARD FARM PAPERS, INC.

250 Park Ave., New York City

307 No. Michigan Ave., Chicago, Ill.

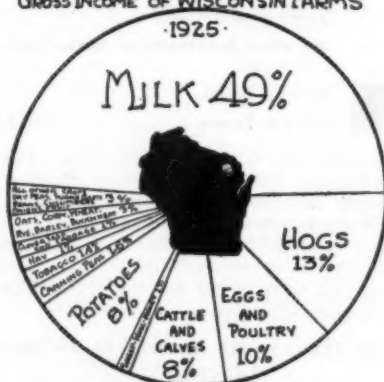
Iowa Member Standard Farm Paper Unit



A \$400,000,000 BUSINESS— A STEADY 12-MONTH TRADE

THE farm products of Wisconsin are widely diversified and consist largely of commodities salable throughout the year. Look at the chart.

SOURCES OF THE
GROSS INCOME OF WISCONSIN FARMS
1925



Report Of State Department Of Agriculture

Dairy income is almost as steady as a salary. Poultry income is regular. Sales of cattle and hogs are well distributed.

Here is an annual farm income of 400 million dollars that is on a sound basis—an unusual opportunity for sales of all commodities the year around.

The most effective vehicle to reach farm trade in every county of Wisconsin is the Home Farm Paper,

THE WISCONSIN AGRICULTURIST

Racine, Wis.

Wisconsin Member Standard Farm Paper Unit

quite certain that marks so nearly identical as these, if applied to goods having the same descriptive properties, would confuse the ordinary purchasing public as to the origin of the goods, and lead to injustice as between the parties."

Trade-marks consisting of coined words made up from the initials of company names have been popular for some time, and another of the decisions indicates that they are easily defended. On August 15, 1922, the Davies-Young Soap Company obtained registration of such a mark in the form of "Dysco" for use upon its goods, having used the mark since July, 1921.

In July, 1923, the Selig Company began using the word "Selco" as a trade-mark for similar goods. On February 14, 1924, this company filed its application for registration of this mark, and the application was opposed by Davies-Young on the claim that the names are so similar as to be likely to cause confusion in trade and commerce.

The opposition was over-ruled and dismissed by concurring decisions of the Patent Office. The Court decision commented on the derivation of the two marks, pointing out that they were similarly constructed from different sources, and in sustaining the Patent Office, concluded:

"We do not find it necessary to review or discuss the various cases which have been cited by counsel, but content ourselves with saying that, in our opinion, the words 'Dysco' and 'Selco' are not so similar, either in appearance or pronunciation, as to make confusion in the trade probable."

While the Patent Office does not pass on the question of unfair competition in deciding opposition cases, it sometimes becomes an important factor when the decisions of the office are appealed to the Courts. This is an interesting phase of a case so appealed by the American Watch Import Company.

As the decision of the Court relates, the record discloses that on December 4, 1906, the Western Clock Company regularly obtained a registration of its trade-mark

consisting of the name "America," for use upon clocks. This registration was allowed under the proviso in Section 5 of the 1905 Act permitting the registration of marks which had been in actual and exclusive use by the applicant or its predecessors for ten years next preceding the passage of the act. The Court commented on the fact that the Western Clock Company has continued in the use of its registered mark, having sold more than 12,000,000 clocks bearing it, and having spent more than \$700,000 in advertising its America clocks.

The record shows further, which is also mentioned by the decision, that on May 20, 1923, the American Watch Import Company filed an application in the Patent Office for registration of its trade-mark consisting of the word "Americus," for use upon watches, claiming use of the mark in its business since June 1, 1922.

This application was opposed by the Western Clock Company as an attempted infringement of its prior mark. The company claimed that the goods in question, clocks and watches, were of the same descriptive properties, and that the substantial identity of the two marks would be likely to lead to confusion in the trade. The opposition was heard upon testimony, and was sustained by concurring decisions in the Patent Office, whereupon the appeal was taken to the Court of Appeals of the District of Columbia. In affirming the Patent Office decision, the Court said:

"It is true the name 'America' is a geographical name which is not capable of exclusive appropriation as a trade-mark at common law. But it has been held that such a mark may be registered under the ten-year proviso of the Act of February 20th, 1905." In support of this, the Court cited several court decisions, and continued:

"The names 'Americus' and 'America' are obviously so similar as to be likely to cause confusion in the trade if used upon goods having the same descriptive properties, such as watches and clocks. This would probably lead to the

appropriation by the later registrant of the good-will built up by the opposer, to the injury and damage of the latter. In *N. Wolf & Sons v. Lord & Taylor*, 41 App. D. C. 514, this Court held that the registration, for knitted and textile underwear, of a trade-mark which is identical with a registered mark in use by the opposer for hosiery, will be denied as tending to mislead or confuse the purchasing public; and damage to the opposer need not be shown, since such conflict implies damage, both to the opposer and to the public."

Furthermore, in deciding the case in favor of the Western Clock Company, the Court quoted from a previous decision a paragraph which should be a valuable guide to every company in the selection of trade-marks. The paragraph follows:

"This Court has adopted a strict rule in refusing registration in all cases where the apparent similarity would probably lead to confusion in trade, holding that the field of selection for marks is so broad that no necessity exists for the invasion of one trader upon even the apparent rights of another, and that the broadest protection will be afforded the purchasing, consuming public by the courts."

Tobacco Account for Joseph Richards Agency

The Joseph Richards Company, Inc., New York advertising agency, has been appointed to direct the advertising of The Bloch Brothers Tobacco Company, Wheeling, W. Va. Newspapers will be used in a campaign which will start in January.

Plans for the 1927 advertising campaign of the Ground Gripper Stores, Inc., which account also is directed by the Richards agency, call for the continued use of newspapers.

Westchester Papers Appoint Ingraham-Powers

Ingraham-Powers, Inc., publishers' representative, has been appointed national advertising representative of the following papers, all of Westchester County, N. Y.: the Mount Vernon *Argus*, the New Rochelle *Standard-Star*, the Ossining *Citizen-Sentinel*, the Port Chester *Item*, the Tarrytown *News* and the Yonkers *Statesman*.

New York Advertising Legionnaires Elect Officers

The annual meeting of Advertising Men's Post No. 209, of the American Legion, was held on December 10. James A. Brewer was elected commander, succeeding Walter T. Leon. The following were elected vice-commanders: Mortimer J. Bryant, Frank Miller, Herbert Schaeffer, George Woodard and Victor Graham.

Albert E. Hearn was re-elected treasurer, and Bernard A. Grimes historian. George Bohlen, who had been adjutant, was elected sergeant-at-arms.

Theodore E. Damm and E. T. T. Williams, former commanders, and Mr. Leon, retiring commander, were elected to three-year terms as members of the executive committee.

"Household Journal" Owners Buy Two Businesses

The owners of the Household Journal Company, Batavia, Ill., publisher of *The Household Journal*, have formed the Campana Corporation, to take over the business of Campana's Italian Balm, Toronto. This product will be manufactured at Batavia in the future. The same interests have also bought the D. D. D. Company, Chicago, which will now be known as the D. D. D. Corporation.

The Gundlach Advertising Company, Chicago, will continue to direct the advertising of the latter company. The advertising account of the Campana company will be directed by The H. K. McCann Company, New York.

E. R. Dibrell to Join R. H. Macy & Company

Edwin R. Dibrell, vice-president and divisional merchandise manager of Lord & Taylor, New York, will leave that organization on February 1, 1927, to join R. H. Macy & Company, Inc., also of New York, as executive vice-president and director of publicity and sales, a newly created position. He became associated with Lord & Taylor in 1919.

R. T. Hodgkins to Direct Federal Motor Truck Sales

R. T. Hodgkins, formerly sales manager of the Rickenbacker Motor Company, Detroit, has joined the Federal Motor Truck Company, also of that city, as director of sales. At one time he was vice-president and sales manager of the Rollin Motors Company, Cleveland.

A. C. Smith Made Bank Director

A. Carman Smith, president of Smith & Ferris, Los Angeles advertising agency, has been named a director of the newly organized German-American Savings Bank of Los Angeles.



Of Known Value

In The Great

Southern Farm Market

- a market that is recognized as an integral part of the National Farm Market.
- a market that produced, in 1925, thirty-four and one-half per cent of the U. S. crop values.
- a market in which 1926 crop values will exceed those of 1925 by more than one hundred millions of dollars (this is a most conservative estimate and is based on only fourteen crops, cotton included—"estimated prices received by producers" not being available for many important crops).
- a market in which every state except Florida shows a 1926 crop yield ranging from 103.9% to 133.6% of the past ten-year average yield for the United States.

Thru The Progressive Farmer and Farm Woman, the Standard Farm Paper Unit gives a better coverage of the Southern farm market than does any other medium.



Birmingham

Raleigh

Memphis

Dallas

Southern Member Standard Farm Paper Unit



Local Advertisers KNOW the Nebraska Farm Market

Manufacturers and jobbers in this territory, that is, Nebraska, Iowa, Kansas, and Colorado, increased their advertising in The Nebraska Farmer during the first eleven months of this year.

41,459 lines

This is conclusive evidence regarding the substantial condition of business and crops in this strictly agricultural region. Also, it is a fair testimonial of what those who know The Nebraska Farmer best and most intimately think of it as a medium for reaching the Nebraska farm market.

THE NEBRASKA FARMER

Nebraska's Farm Paper

SAM R. McKELVIE, *Publisher*, Lincoln, Nebraska

WALLACE C. RICHARDSON, INC.
250 Park Avenue, New York

STANDARD FARM PAPERS, INC.
307 No. Michigan Ave., Chicago

EDW. S. TOWNSEND, 822 Kohl Bldg., San Francisco

Nebraska Member Standard Farm Paper Unit

Dealer Helps for Which I Have Been Glad to Pay

A Retailer Describes the Sort of Helps That He Has Found Warrant a Charge

By A. H. Van Voris

Retailer of Hardware, Housefurnishings and Sporting Goods

THERE appears to be a wide difference of opinion on the subject of charging for dealer helps.

We have been asked to pay for helps which have proved quite worthless in the utilitarian sense, although to the eye of the artist or artisan they may have been a real joy. We have received other aids entirely gratis which were extremely helpful in producing sales.

Aside from merchandise, no retailer likes to have things thrust at him with a price tag in the offing unless he can see that he is to be distinctly benefited by the expenditure. And he cannot jump at conclusions and take on at random all of these paid helps that are offered, for they would soon divert a considerable amount of capital from the normal merchandise turnover.

However, there is one basis on which I believe a retailer can fairly gauge his estimate of the value of a dealer help for which he should be willing to pay the manufacturer.

When this help concerns itself with a line of merchandise that has a reasonable sale either seasonably or over a protracted period—a line which past experience teaches him to be a good one for his store or a new line which he is determined to push, he may then lay down his good cash for the helps with the assurance that the expenditure is a wise one.

In general, I might classify dealer helps in two divisions.

First, the type of help that is given or sent to customers and prospects in order to stimulate their interest, attention and desire.

Secondly, the type that is to be used within the store as a fixture or display piece.

Of the former, perhaps direct mail covers the field most extensively—that is, a mailing to a prospect list in which the retailer assumes his portion of the cost.

Last kind of dealer help, being more familiar in the broader sense, requires less comment and so it can doubtless be illustrated by a couple of examples.

Last spring, The Sherwin-Williams Company gave its dealers an opportunity, on a part cost basis, to secure desired quantities of two unusually good mailing pieces.

Both were attractively done in vivid colors on excellent stock, one being for town or city use and the other for rural prospects. The line was carefully divided so as to bring the appeal on the proper items to the right folks.

Printed color tabs were included with each line of paint or enamel, interesting illustrations showing their use or application, together with ample copy by way of explanation or instruction.

RESULTS ARE EXCELLENT

Although we have sold the products of this company for some forty years, we feel well repaid in the interest aroused and number of sales that came in from that mailing. I might add that this literature was shipped to the dealer very early in the season by prepaid express so that he could address it for local mailing at his leisure.

A slightly different illustration of this kind of direct mail partially-paid-for-help is afforded by the John Deere Company, maker of agricultural implements.

At regular intervals, it issues a little magazine known as "The Furrow." On a small cost program, merely covering the actual

postage, I believe, this magazine is sent to a mailing list furnished to the company by the retailer. He has no further effort to make than to supply the mailing list and pay the invoice for postage when received, as it is mailed from the company's offices.

We have received local inquiries from these mailings and can appreciate the value, as local dealers, from a continued presentation of this line of merchandise via direct mail.

For many years, we have furnished our customers with several hundred calendars and for the last few years, we have adhered to what is known in the trade as the Winchester calendar, now issued by the Winchester-Simmons Company.

By purchasing this help from Winchester, we are enabled to give our customers a high-grade calendar, a much finer piece of art work than we could possibly afford if secured individually as a single store.

This calendar features an attractive sporting print in bright colors, a very readable calendar pad and the dealer's name and address in type that is not submerged in the Winchester idea. If the dealer wishes, he can secure mailing folders for his calendars, although we have always chosen to hand ours, personally, over the counter, after rolling an assortment of seasonable merchandising folders in with them.

No doubt these foregoing examples will serve to indicate the general offering of partly paid helps of the sort that are intended to be sent out into the field as business-builders for the retailer.

And now for that other kind which helps to sell merchandise within the store.

I have mentioned the calendars which Winchester dealers may secure. This company has quite a series of very much worth-while paid helps which many dealers have found it advantageous to take on. To give a brief idea of the breadth of this service, let me quote from the company's manual:

Sales Service Materials.

Store Supplies and Advertising Helps that will enable Winchester Dealers to operate their stores more economically and effectively.

Every item on the following pages has been selected in order to furnish Winchester Dealers with materials that will assist in the better operation of their store merchandising plans. All materials are of high quality and prices are low as they are based on quantity buying.

Every item has been selected only after careful study in order to determine that it is the most suitable for the greatest number of Winchester Dealers.

The following classes of merchandise will be found in this line of Winchester Sales Service supplies:

- Advertising Novelties
- Sampling Supplies
- Show Card Materials
- Signs
- Wrapping Supplies
- Stationery
- Display Materials

Briefly, here are the details of this classification, with description where deemed essential:

Sampling Supplies:

- Panel Price Tags
- Gimp Tacks
- Strip Brass
- Copper Wire
- Saw Clips
- Reel Clips
- String Price Tags
- Gummed Price Labels

Show Card Materials:

- Blank Show Cards
- Speedball Pens
- Price Tickets
- Manual of Show Card Writing
- Stencils

Display Materials:

- Window Display Pedestals
- (Improve your Window Displays with Winchester Standard Display Pedestals. Made of solid oak, finished in dark golden oak. Furnished in three sizes—twelve, eighteen and twenty-four inches high.)

Decalcomania

- Set of Show Card Frames
- (Add to the attraction power of your show cards with this set of show card frames. Five frames with detachable bases for show cards—twenty holders for small cards or price tickets—all made of oak and finished a dark golden oak.)

Gun Racks

- Fish Rod Racks
- (Complete five panel screen of size adapted to Winchester display panel series.)

Carving Set Display Boxes

Carving Set Rolls

Cutlery Display Boxes

Show Case Trays

(Four styles. Will fit in standard show cases. Each tray is lined with attractive green plush. Made with well finished oak frame and with stock bottom for convenience in handling.)

Wrapping Supplies:

Gummed Tape

(This item and the following are printed)

Soil
Prac
pers
own
93
bush



A Complete Unit and at the same time A Part of the Whole

There is no greater concentration of buying power than the territory covered by *Prairie Farmer*. Here in Illinois and adjoining territory the farm income exceeds two and a half million dollars a day—a billion dollars of new wealth every year.

Prairie Farmer fits in on your advertising program because it covers a complete market in itself—a market rich in income and economically reached through 19 centers of distribution.

Prairie Farmer serves its territory for the national advertiser who values that intimate, personal contact which only a local paper can give.



FRANK I. MANN

Soil and Crops Editor of *Prairie Farmer*, writes from personal experience on his own farm, where he raises 93 bushels of corn and 63 bushels of wheat per acre.

Eighty-six years of steady service to subscribers makes its advertising columns responsive.



New Farmers' Income Chart

Shows sources and amount of farmers' gross income by months. Sent to advertisers and agency executives on request.

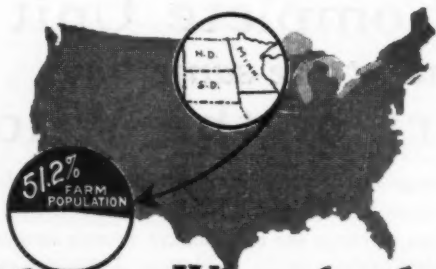


PRAIRIE FARMER—Chicago

Burrige D. Butler, Publisher

Illinois' only weekly farm paper; 200,000 guaranteed in 1927

Illinois Member Standard Farm Paper Unit



Tell them Where they Live - Sell them Where they Buy!

More than half (51.2%) of the Northwest's population are *actual farm families*. Except for three cities, distribution is through dealers in small towns whose stock selections are greatly influenced by farm family demand. Farm demand here is backed by substantial buying power. ♦

Minnesota leads in butter and is second in dairy cows and five crops. North Dakota is first in barley and rye, and second in wheat.

The value of the Northwest's market and its only weekly farm paper is definitely indicated by the fact that *The Farmer* leads all territorial farm papers in advertising volume.

THE FARMER

Webb Publishing Co.,

Saint Paul, Minnesota

The Northwest's Only Weekly Farm Paper

STANDARD FARM PAPERS, INC.
307 No. Michigan Ave., Chicago, Ill.

WALLACE C. RICHARDSON, INC.
250 Park Avenue, New York

A Northwestern Institution Since 1882

Minnesota Member Standard Farm Paper Unit

Shipping Tags
Nail Bags
Gummed Labels
Gummed Shipping Labels
Wrapping Paper

Stationery:

Letterheads
Envelopes
Billheads
Window Envelopes
Check Books
Statements

Signs:

Enameled Steel Signs
Bill Board Signs
Bronze Window Signs
Decalcomania Window Signs
Electric Store Front Signs

Advertising Novelties:

Souvenir Cartridge Pencils
Carpenters' Aprons
Souvenir Paring Knives
Wagon Umbrellas

Needless to say, few dealers would find it advisable to use every item in this paid service but I can truly assert that the opportunity for making a selection from such an extensive program is an exceptional one for the retailer who is traveling the route of modern merchandising methods.

The Aluminum Goods Manufacturing Company furnished us with a mighty fine display table built in tiers, for showing this ware in the store.

These tables would cost the dealer a pretty penny if he were to secure them on his own and even in quantity purchases they are not an inexpensive item for the company. They go to the dealer with a very extensive assortment of Mirro Ware, the amount of the order being calculated to cover a part of the cost of the table. In our case, we were even more than fortunate, for we were able to have it finished in gray oak, to match our own store fixtures. Ever since receiving this display table we have kept it installed in the central aisle of the store very near the front entrance and its size and the array of goods contained on it make it an exceptionally valuable feature for us. On occasion, we have moved it together with the contents into one of the store windows, in which event it forms the principal feature of a rather complete display of aluminum cooking utensils.

The Hygrade Lamp Company furnishes its dealers, at moderate

cost, with a practical lamp display fixture, all wired and ready to connect to a convenient socket near the lamp counter. In this fixture are sockets for displaying a number of Hygrade lamps, thus enabling the dealer to show the customer exactly how they look when lighted. This is, indeed, a practical help for it is the means of making numerous additional sales through displaying different types of lamps for different kinds of lighting in the household.

For example, when this company came out with its new standard line not long ago, the dealer could readily convince his customer of the superiority of this new inside frosted lamp over the older clear type which he had been accustomed to purchase, even though these new lamps are smaller and without a demonstration might appear to have less candle power.

The distributors of the Gainaday Electric Washing Machine sell to their dealers a unique electric window display fixture to be used in connection with a window display of this machine. It is in the nature of a flasher. If at any time we should not wish it or should give up this agency, it can be returned and we will receive credit for the piece.

Two other similar display features which are operated on the store window lights are likewise furnished to its dealers on a pay basis by the Stewart-Warner Speedometer Corporation for its radios and by the Aluminum Goods Manufacturing Company for Mirro aluminumware.

The principle of asking the dealer to pay for these electrically operated window display helps, in these instances, seems fair enough for they are rather expensive pieces and I judge that the part which the dealer pays by no means covers their entire cost.

The makers of Eveready flashlights and batteries have an excellent counter display cabinet for displaying their product, for carrying a reserve stock in the back and for testing flashlight batteries and bulbs. The company partially covers the cost of these cabinets

by selling them to the dealer with a certain assortment of merchandise.

The Radio Corporation of America has something quite new and different for its R C A dealers.

With the intent of focusing attention on the radio displays which dealers place in store windows or inside their stores, featuring the Radiola line, this corporation secured the services of one of the foremost poster artists of the day and contracted with him for a continuous series of Radiola posters of a decidedly original and highly artistic nature. The series covering a considerable period of time, was offered to its dealers under the service name "A-Nickel-A-Day," which explains the cost.

The company's method of introducing the plan to its dealers was by mail. Direct mail was used to send complete announcements and following this came a special specimen set of the posters themselves, so the dealer could judge of their adaptability and quality. I presume the share which the retailer paid was small enough, in comparison to the total cost of the service involved.

The retailer who continually holds out for "something for nothing" cannot be very progressive or energetic and he generally gets just that—nothing.

Nor can those of us who enjoy being on our toes and up-and-doing take on all of the dealer helps that are offered to us on a cost basis, merely because they are worth enough to be charged for.

Individual use and adaptability must be our guides and when useful and practical helps are offered, in my opinion, most retailers are glad to pay for them.

Buys Hardware Publication

The R. C. Dyer Printing Company has purchased the *Texas Hardware & Implement Journal*, Dallas.

Gustaf L. M. Ljunglof, formerly art manager for A. G. Hagstrom, Inc., art service, New York, and for The Park City Engraving Company, Inc., has opened The Gusart Studio, Bridgeport, Conn.

America Better Equipped with Bathtubs Than England

THE NATIONAL TRADE EXTENSION

BUREAU

EVANSVILLE, IND.

Editor of PRINTERS' INK:

In the November 18 issue of PRINTERS' INK we note that one of the members of The Schoolmaster's Club has written for help and states that one of his pet arguments has been challenged; namely, that advertising has put the bathtub in the American home and Americans have more bathtubs per capita than any other nation not excepting England. It seems that his statement is doubted.

For your member's information, the following may be of some service to him in this controversy:

Cecil Roberts, noted British writer, in a magazine story stated: "Americans erect temples to cleanliness—their bathrooms!" By birthright and tradition the usual Englishman regards everything English as absolutely right. This tribute to American bathrooms is, therefore, both enlightening and surprising. Mr. Roberts' metaphor is explained by the history of the civilizations of ancient days when temples were erected and dedicated to gods that usually were but human virtues, personified!

Mr. Roberts found that sanitary bathtubs were commonplace in America, while they are rare in England. He mentioned that in his country only the very wealthy had bathtubs with modern fixtures and running water, and those inferior to usual American standards. He said further that even moderately well-to-do families had nothing better than a "large iron saucer" for a bathtub.

How true it is that the stranger within our gates best appreciates our progress! How grateful Americans should feel that American standards are yet second to none!

Yet, according to the best information available there are only about 5,000,000 dwellings in the United States which have modern, sanitary bathtubs! This leaves in excess 17,000,000 which are without proper means of modern sanitation and comfort. Moreover a survey made by the U. S. Government bureau of infant mortality, resulted in a finding which proves that modern bathing and sanitary facilities would prevent four-fifths, or 80 per cent, of the deaths directly traced to the lack of it! Startling, and undisputable!

Our records also show that only approximately 22 per cent of the homes in the United States are equipped with modern plumbing, while about 78 per cent are not so equipped.

From this information your inquirer may draw his conclusions as to whether or not America has more stationary bathtubs than England has in proportion to the population and number of homes.

THE NATIONAL TRADE EXTENSION

BUREAU

H. B. FULLER

Sales Help Service Department



KANSAS—

A Profitable Farm Market

- PILE UP FIGURES one way, then another, and yet another! But so long as the methods are logical, certain states invariably turn up as Good Farm Markets.
1. Only unusual crop disasters will throw any of them out of the "good" column even temporarily. It happens that each of the five states in which there is a Capper farm paper, is ranked among the "good" states!

To Advertise Profitably, Use

KANSAS FARMER

—CAPPER PUBLICATION—

Topeka,

Kansas

Member of Standard Farm Paper Unit



MISSOURI—

A Profitable Farm Market

2. ST. LOUIS is a scant market for snow shoes, but no advertising man would throw it out of his list of primary urban markets because of that. Certain farming tools find markets only in certain states, but 90 per cent or more of all goods sold to farm families find any "good" state a profitable market. All five states having Capper farm papers rank in the "good" column.

To Advertise Profitably, Use

MISSOURI RURALIST

—CAPPER PUBLICATION—

St. Louis,

Missouri

Member of Standard Farm Paper Unit

Finding the Best Outlet for a New Product

The Warren Telechron Company Had to Do Some Experimenting Before It Decided on the Most Efficient Retail Distribution for Its Device

THE electrical appliance industry, despite its great growth in recent years, has not yet completed its educational work. Many people are still afraid of electrical appliances and regard them with superstitious awe.

A large portion of the population still regards a comparatively simple contrivance like the break-fast-table toaster as being more or less threatening and spooky, while a larger and more impressive-looking device, if it gets the least bit out of gear, is likely to throw the average household into a panic. There are other industries which have to contend with the same problem. When a manufacturer enters one of these fields with a new product, his difficulties are doubled.

The Warren Telechron Company, of Ashland, Mass., has found this to be the case. The company is the manufacturer of the Telechron, a timekeeper which requires no winding or regulating, no cleaning or other attention. It is set in motion and gives correct Washington time through a plug-in connection with any electric light socket.

Its method of operation is so simple that people think there must be a catch in it somewhere. Its electrical attachment is what makes the public waver. Electricity, it must be remembered, is still associated in the public mind with "funny business."

The company was aware of this from the first, and was willing to do its share of educational work through advertising provided it could obtain the co-operation of dealers. The most natural retail outlet seemed to be the jewelry trade since jewelers have always stocked timepieces.

It was found that jewelers would, indeed, stock the Telechron, but selling it proved to be another matter. Jewelers have always

looked a little askance at electrical appliances. They have been accustomed to spring-driven watches and clocks, and standardization of such timekeepers has enabled them to maintain a fair volume of sales without much effort.

There was another natural outlet in the shape of the electric appliance dealer. But here, again, there were difficulties. He was, until recently at least, chiefly a "fixer" and repair man and was rarely an aggressive merchant or good storekeeper.

The Warren Telechron Company might have been in the position of the man who was all dressed up with nowhere to go, had it not been for the development of the merchandising departments of the various electric light, heat, and power companies which, in nearly all of the more important towns of the country, furnish what is called "central-station service." These central-stations, being manufacturers of electric current, look with a favorable eye on an ever-growing consumption of that commodity, and in recent years have given encouragement to all useful devices which would increase their "load." Being the possessors of large and centrally located show-rooms, they are in a position to help dramatize the Telechron in a way that will impress the public, and in not a few cases they have done so, their object being not so much to sell timekeepers as to sell an electrically-controlled, correct-time service.

A CROWD-DRAWING DISPLAY

In Philadelphia, for example, a window display was arranged which was so novel as to draw crowds. A "master" or governing clock having been installed by the Philadelphia Electric Company, it was connected with a number of "secondary," or consumer's clocks, fitted with sweep-second hands

which went round and round in perfect unison, each Telechron registering the same time to the exact second.

In order to maintain the aggressive selling which the Warren company has found to be necessary, it has established in cities where a Telechron service is available, either a branch office or an exclusive agency.

The agent controls a definite territory and receives credit for all sales made there. Orders are billed through him at his regular discounts. He acts as a wholesaler and distributes goods through the various classes of dealers who have proved their ability to sell Telechrons.

A newcomer in this field is the radio dealer, who being a pioneer himself and therefore accustomed to educational selling, finds no difficulty with Telechron.

To support the agent, the Warren company advertises in the business papers covering the electrical field. This year it launched a consumer campaign in national periodicals which is backed by considerable direct-mail work. It also supplies dealers with window and counter displays.

The branch offices not only act as wholesale agents, but serve as sales laboratories, where campaigns and models are tried out before being launched on a larger scale. Each office has its own salesmen who visit architects and engineers and call on schools, factories, hospitals, hotels, banks, and other large potential users, as well as dealers.

Though, as stated, the electrical industry is still busy with engineering or production problems and has only partly completed its educational tasks, it is, despite its youth, shoving its way up among the leaders. It has been estimated that this year the public will spend over a half-billion dollars for electrification and electric appliances.

The next step will be a standardization program which will make possible the employment of improved merchandising methods in connection with more ambitious advertising campaigns.

Advises Incorporation of Co-operative Associations

Incorporation of co-operative marketing associations as a protective measure is recommended in a recent issue of "Agricultural Co-operation," published by the Division of Co-operative Marketing, Bureau of Agricultural Economics of the United States Department of Agriculture. When such an association is not incorporated, each member is liable for the debts of the association as a partner. Upon incorporation liability to the individual is limited to the amount which each member has agreed to pay as membership, or stock dues, to the association.

Rexall Sales Increase

The United Drug Company, Boston, Rexall specialties, reports consolidated sales for October of \$9,200,000, which establishes a record for this month. This represents an increase of \$1,112,000, or more than 13 per cent when compared with sales of \$8,088,000 in the corresponding month last year. For the first ten months of 1926, sales amounted to \$74,882,300, compared with \$63,793,378 in the similar period of 1925.

The number of retail stores has increased from 302 a year ago to 438 in October, 1926.

Join J. P. McKinney & Son

Frank J. Cooney and H. W. Gerhardt have joined the staff of J. P. McKinney & Son, publishers' representatives, New York. Mr. Cooney formerly was with the New York office of the St. Louis *Post-Dispatch*. Mr. Gerhardt was recently with the Condé Nast Publications, Inc., New York, and formerly was with the Miami, Fla., *Herald and News*.

Sheet Steel Account for Ohio Agency

The Superior Sheet Steel Company, Canton, Ohio, has placed its advertising account with The Robbins & Pearson Company, advertising agency of Columbus, Ohio.

Appoint Lord & Thomas and Logan

The Rainier Brewing Company, San Francisco, and the American Mail Lines, Seattle, have appointed Lord & Thomas and Logan to direct their advertising accounts.

J. R. Knipfing Joins Albert Frank Agency

John R. Knipfing, recently a professor at Ohio State University, has joined the copy staff of Albert Frank & Company, New York advertising agency.



OHIO—

A Profitable Farm Market

3.

MASS PRODUCTION and Volume with a big "V" have become such a goal for American business that they are often confused with Profit. Hence some sales managers go after only the heavily concentrated markets. But companies which have made outstanding successes with mass production go after every market which is profitable. Capper farm markets are profitable because they are all "good" states.

To Advertise Profitably, Use

OHIO FARMER

— CAPPER PUBLICATION —

Cleveland,

Ohio

Member of Standard Farm Paper Unit



MICHIGAN—

A Profitable Farm Market

4. CURRENT RATINGS of farm markets are dependent very largely upon crop conditions. This year every one of the five "good" Capper states is in line with all other "good" states in its comparison of Farm Cash Income with last year; one Capper state heads the column. When all are good Currently, as well as on a long time basis, they offer profitable markets for 1927.

To Advertise Profitably, Use

MICHIGAN FARMER

— CAPPER PUBLICATION —

Detroit,

Michigan

Member of Standard Farm Paper Unit

Worked-to-Death Words

New Book on Retail Advertising Contains Many Suggestions for Better Copy

OUT in Gary, Ind., the manager of a retail clothing and furnishing store used as a piece of copy an open letter to the publisher of the newspaper in which his advertisement appeared. In this open letter he said: "Words are cheap and most of the finest descriptive terms in the English language no longer carry force or any semblance of their literal meaning. We honestly and sincerely believe that we can and do offer the men and young men of Gary a genuinely superior clothing service, better values, newer styles, finer qualities, and greater varieties. Statements to the same effect can be made and are made by everybody. Is there any instrument greater than the English language by which we may make our message understood and believed? We appeal to you for guidance and assistance. How is your reading public to distinguish between statements that read alike but have such totally different meaning in fact?"

This advertisement, reproduced in the book, "Retail Advertising of Men's and Boys' Wear" by Allen Sinsheimer, editor of *The National Retail Clothier*, and published by Harper & Brothers, strikes at an important advertising problem not only in his own but in other industries. The author makes an interesting resume of a study of 2,000 clothing advertisements in which he shows an appalling similarity in words and phrases. Many of the advertisements were composed almost entirely of stock words and phrases. But a very few were found entirely free from the overworked words. Out of the 2,000 advertisements no less than 1,225 used the word "newest," 875 used the word "vast," 610 used the word "value," 445 used the word "quality," 400 used the word "fabric," 400 used the word "exclusive," and 350 used "smart."

In further corroboration of his point the author says: "More than

1,000 described the merchandise as 'astonishing,' 'celebrated,' 'distinctive,' 'enormous,' 'extraordinary,' 'greatest,' 'immense,' 'incomparable,' 'matchless,' 'phenomenal,' 'sensational,' 'snappiest,' 'spectacular,' 'striking,' 'wonderful.' Practically every advertisement carried the word 'color' and almost all of them employed either the word 'striking' or 'pleasing.'

"Only occasionally would an unusual word appear. Once came the phrase 'Rich treasury of color'; again the word 'colorful'; in one advertisement was the phrase 'distinctive—unobtrusive.' Outside of these few exceptions nothing distinguished one advertisement from another, with the possible exception of two. One merchant said, 'We have taken great pains to make this showing.' (Great Guns!) The other exception was, 'We have taken great pains from a stylistic point of view.'

"Apparently these two merchants were endeavoring to tell the readers that it hurts to be in business!"

The clothier, according to Mr. Sinsheimer, has many appeals from which he can choose. It is possible for him to emphasize any of the following qualities: Appearance, beauty, coolness, correctness, credit, durability, fabrics, fashion, fit, holidays, patterns, pride, quality, seasons, style, success, tailoring, timeliness, value, price and a host of other elements that will appeal to the consumer.

It is to be noted that the author in this selection places price and value last because they are today practically the only appeals being generally made.

A COPY SERMON

The author of this book writes a concise little sermon for copy writers in all lines when he says: "The use throughout advertising copy of plain, simple, strong words that mean what the writer wants to convey will always be most effective. Every word has its mean-

ing. Every word has perhaps a shade of meaning that differs from all other words. . . .

"Each word is important. One word can make or break the selling power of a sentence, a phrase, a headline. The utmost importance of each word cannot be over-emphasized. The dictionary is free to all. A thesaurus can be purchased at any bookstore, and if the space of an advertisement is worth \$50 or \$500 or \$1,000 it should be worth the price of a dictionary or a thesaurus, and the effort and time involved in finding the proper words.

"The proper words are not in themselves sufficient. There must be a knowledge of the merchandise, else one does not know how to look for the proper words in dictionary or thesaurus."

The whole book, designed as a desk manual for all responsible for the production of retail advertising of men's and boys' wear, is based upon the constructive case method and should, therefore, prove of real help in improving the style and character of retail advertising.

An Answer to "Are There Too Many Salesmen?"

THE NORTHWESTERN MILLER
ST. LOUIS, MO.

Editor of PRINTERS' INK:

Merchandising at the lowest possible cost, consistent with efficient effort, is naturally of the utmost importance to the producer, or manufacturer, the wholesale distributor and the retail merchant. Opinions as to how this can best be achieved are rather clearly divided among the three classifications just mentioned.

One would not have to have been advised, in reading "Are There Too Many Salesmen?" by E. R. Masback in *PRINTERS' INK* for November 25, that this party is a member of the central distributing link in the chain. His plea for more missionary salesmen is constantly heard by every manufacturer who markets his products through jobbers.

However, from the standpoint of the manufacturer, Mr. Masback definitely contradicts himself in several places in his article. He first states there are too many salesmen, implying unnecessarily high selling costs, and concludes by declaring there never can be too many missionary salesmen. If the manufacturer reduces his forces of salesmen calling on the wholesale trade, at the same time increasing the number of missionary men, who are working for

the wholesaler at the expense of the manufacturer, how is the latter to reduce his sales cost?

Co-operation between the manufacturer and wholesaler is not only desirable, but essential. However, if the manufacturer, after bearing the sales expense necessary in selling the jobber, then pays a man to sell the goods the jobber bought, he is in reality bearing the expenses of two stages of the three-cornered method of distribution.

On every side wholesalers are complaining bitterly against manufacturers who are selling direct to the retail trade, and yet in their own ranks can be placed a large share of the blame for this condition. If a manufacturer finds that he must employ missionary, or re-sale men to move his goods after they are in the wholesaler's possession, is it any wonder that an increasing number do not see the necessity of dealing with the jobber?

If Mr. Masback's reasoning, in which he calls for the manufacturer to help re-sell his products, was carried to its ultimate conclusion, the retail merchant would be clearly justified in asking the wholesaler to pay the salaries of some of his clerks for selling the merchandise bought from the jobber. Or possibly this, too, would lie within the province of the manufacturer.

Perhaps in the hardware line the habit of hand-to-mouth buying is unknown, for Mr. Masback writes of the advantages of not being annoyed by frequent calls from salesmen. But if this is true of hardware, it most assuredly is not true of many other lines, particularly foodstuffs. Today the retail merchant is buying in small lots, and frequently, a condition reflected to the manufacturer through the jobber. In lines where competition is keen, and many manufacturers are producing similar products, few would be willing or could afford, to have their salesmen call on the wholesale trade but two or three times a year. Personal calls by salesmen for competing manufacturers would be too likely to obtain the business.

The laws of business economics are hard and fast. Each stage in merchandising has its own work to perform, and the wholesaler cannot expect the manufacturer to carry on indefinitely a large part of his rightful sales effort. Missionary salesmen for a product new to a market fill a useful purpose for the manufacturer and jobber alike, but their purpose is largely accomplished after a thorough introduction of the goods.

Mr. Masback's thought would not lead to lessened selling expense for the manufacturer. It would simply mean a rearrangement of the latter's sales force for the distinct, and possibly exclusive, advantages of the jobber.

THE NORTHWESTERN MILLER
W. G. MARTIN, JR.
St. Louis Manager

Charles R. Sharp, formerly with the Independent Printing Company, Seattle, has joined the sales staff of the Clint W. Lee Company, Seattle, direct-mail advertising.



PENNSYLVANIA—

A Profitable Farm Market

5.

TO ADVERTISE PROFITABLY you must have a medium giving adequate coverage of the market, at a fair price, and with a reputation for doing its "job" both for itself and for its advertisers. Every one of the five Capper state farm papers fill the bill in every particular. Every one has won its dominant position by sheer merit of being best for its subscribers and profitable for advertisers.

To Advertise Profitably, Use

PENNSYLVANIA FARMER

— CAPPER PUBLICATION —

Philadelphia,

Pennsylvania

Member of Standard Farm Paper Unit



The Rails Sing of California's Prosperity

"65,775 more cars were loaded in California the first 10 months of 1926." —Report of American Railway Association.

The greatest increase in car loadings was for fruit and vegetable "specialties"—luxury products for American tables.

Naturally these "specialty" crops have high values. The gross of all California farm products for 1926 will average more than \$6,000 per farm.

To reach these progressive growers and expert marketers you will need the Pacific Rural Press. For 56 years it has been their accepted leader. They subscribe for it on merit alone—no premiums, no rewards, no clubbing, no contests.

PACIFIC RURAL PRESS

With which has been consolidated the
CALIFORNIA FARMER

San Francisco

Los Angeles

California Member Standard Farm Paper Unit

The "Youth Movement" in Retail Selling

And the Human Equation, as Applied to the Six Primordial Principles

By S. E. Kiser

LET us suppose that I am a retail salesman in the "leading emporium" of New Paris, S. Dak. We do not handle perfecting presses nor uncut diamonds, but our stock of merchandise includes nearly everything else, from carpets to cough drops. We sell furniture, sardines, shoes, hats, hams, mousetraps, and Mexican drawn-work.

The sales force consists of the proprietor, W. J. Wumps; his daughter, Ophelia Wumps, who has had two terms at a Sioux Falls Conservatory of Music; a young man who has a cousin in the Ford office at Detroit—and me.

We are all prominent members of the best social circle in New Paris. If I may be pardoned for referring at some length to myself, I will say confidentially that it is my ambition to get into a wider field than that in which I am confined at present. I am endeavoring to become fitted for a successful career in business. My favorite mottoes are: "Be Honest, and You Will Be Successful"; "Perseverance Produces Promotion"; "Be Deserving and You Will Be Discovered."

I have read Doolittle's "Stepping Stones to Higher Spheres"; Bing's "Better Starts for Beginners," and Hopper's "Hot Tips on Sales Psychology."

In each of these notable works I found passages that seemed to be perfectly clear. I feel sure that the time I have devoted to reading and digesting them has been well spent. For instance, I learned from Hopper that it is a mistake to tell a prospective customer that the tie he is wearing must have been selected by a person who was blind, or anxious to perpetrate an inferior practical joke.

Doolittle says, very aptly I think, that the man who hopes to rise must get up in the morning, and it

seems to me that Bing is on solid ground when he offers the dictum that a chain cannot be stronger than its weakest link.

In order to round out my theoretical training, I am taking a correspondence course on "The Human Equation, as Applied to the Six Primordial Principles." I have not gone far enough as yet to be able to explain exactly how the Principles operate under given conditions, but I am finding the course most fascinating, and the mental training will doubtless be highly valuable, whether it shall ever become possible for me to apply my specialized information to the management of large industrial undertakings or not.

A NEW SET OF RULES

It is marvelous how the effects of these scientifically developed methods for directing thought currents into specific channels are to be detected in their relationship to the everyday affairs by which our lives are affected. Before I had engaged seriously in my studies I was inclined to accept situations as they presented themselves, to shape my actions to suit existing circumstances, if I may use a commonplace expression, but I am able now to see the fallacy of permitting myself to be guided by the exigency of an occasion. It has all become as clear to me as the call of a participle appealing to its mate.

As Hopper says in one of his lively footnotes, "there are times when it becomes necessary to take cognizance of the presence of inimical influences, and to observe their connotation either in the abstract or as applied to the fundamentals involved."

This brings me to the crux of the situation. I have wondered sometimes whether we were pursuing the lines of least resistance,

or whether it might not be possible that certain important intermediary concomitants are being overlooked.

The proprietor of our emporium, known familiarly as the Marshall Field of New Paris, is a man of unimpeachable integrity. His business training began when he obtained the North Fork agency for Nonesuch Silver Plated Bridle Bits, and he has climbed steadily upward from that modest beginning to his present commanding position in the commercial life of our fair city.

MR. WUMPS IS AN ABLE CITIZEN

The name of W. J. Wumps stands for enterprise, square dealing, and good goods. He plays the alto horn, shaves regularly three times a week, has made frequent trips to Chicago, and is reputed to be one of the most considerate husbands in Marmalade County.

Mr. Wumps is a firm believer in the efficacy of the sales attack. He is constantly inaugurating special drives. One of the most successful of these extraordinary efforts to boost business was the "Kleaner Kandy for Kunning Kiddies" Week, which resulted in a clean-up of almost our entire stock of peppermint sticks and hoarhound drops.

He has what one might call a genius for inventing attention-compelling alliterative combinations. "Kant Kum Apart Kamp Stools," "Klean Korner Karpet Sweepers," "Unowitz Underwear," "Perfect Pikt Prunes" and other clever announcements of that kind have been responsible in no small degree for the fact that the Fords have worn ruts to his door.

I am sure that lack of opportunity alone has kept Mr. Wumps from entering other and wider fields. If his resourcefulness as a merchandiser were known he would undoubtedly be summoned to one of the great centers of commerce, there to give full scope to the talents with which he has been endowed by nature.

But I fear that I may have wandered slightly from the matter that I set out to elucidate. What was that matter? Oh, yes—Salesman-

ship. What a wonderful thing salesmanship is! Mr. Wumps tells us there is no other power in the world that equals salesmanship, for no matter who one is or what one does, one must practice salesmanship in a major or a minor degree. The great commander must sell his ability to command; the efficiency expert must sell his efficiency system, and even the baby that wants nourishment must sell the idea that it is hungry. There, by the way, is a great thought. It is original with Mr. Wumps, or, at least, he is the only one by whom I have ever heard it expounded.

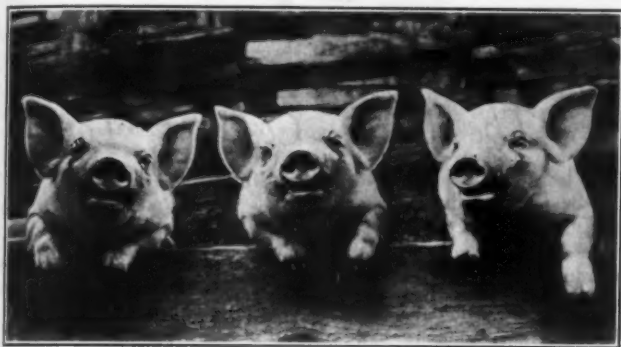
A few days ago, at the New Paris Chamber of Commerce, an advertising man from Minneapolis delivered what he probably considered a clever address on salesmanship. I somehow got the impression that he was directing his remarks at me, but perhaps this was merely imaginary. In any case, he made a lot of glib remarks concerning the care with which manufacturers generally look after their methods of production, and the tendency many of them have to overlook certain important matters on the side of distribution.

Perhaps the best way in which I can make his meaning clear is by using his own words. "Let us take the case of a certain manufacturer of shoes," he said. "This man turns out an excellent product. His factory is operated in a most businesslike way. He knows how to buy leather, and his sales and advertising departments receive his careful personal attention.

"When he goes into an advertising campaign he is very careful to have all the plans laid out in advance. Details concerning the space that is to be used, and the months and the publications in which the advertising is to appear are considered, and the styles to be featured are decided upon.

"Then he leaves the rest to subordinates, who may or may not be competent to have his plans properly interpreted through the copy, which is the only part of his advertising effort that has any influence on the public.

"If the copy fails to produce the



Broadcasting Feed Lot Profits

40,700,000 hogs in the 1925-26 crop year sold to packers brought \$1,197,000,000, and netted livestock farmers the largest profit ever made. The total value of the output of the livestock industry in 1926 exceeds \$7,000,000,000—the highest mark set in a half dozen years.

The International Live Stock Show in Chicago two weeks ago was a record breaker in number and quality of exhibits and in attendance. Market animals set new high prices. The champion steer sold for \$3.60 per pound, totaling \$3,492. The champion carload of lambs brought \$68 per 100 pounds—\$27.50 above the previous record. A. H. Sanders, Editor of The Breeder's Gazette, bought the champion carload of fat steers for the Pennsylvania Railroad, paying the record price of \$55 per hundred, the carload totaling \$8,646.50.

Livestock farming is beginning one of the most profitable periods in its history.

The Breeder's Gazette reaches the leaders in this great industry.



Breeder's Gazette

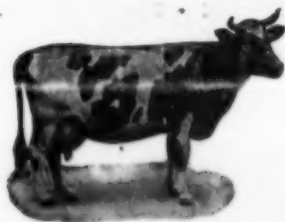
Published weekly by

THE SANDERS PUBLISHING COMPANY

529 South Franklin Street

Chicago, Illinois

Member of Standard Farm Paper Unit



The Dairy Cow on Top

¶ The soundness and stability of the Dairy Industry is strikingly shown by comparing it with leading crops and farm products since 1919, the banner year.

¶ Only twice has the annual value of dairy products dropped below the 1919 index in the past six years and this for only a few points, but all other major farm products have not approached the 1919 index figure of value.

¶ To illustrate, here are the figures for 1925. Taking the value of the production in 1919 as the index on the basis of 100, Dairy Products place at 106; All Animal Products, 81; Total Net Production, 79; All Crops, 62; Wheat, 76; Corn, 52.

¶ Another golden promise for the future of dairying is found

in the following facts—in 1915 the per capita consumption of milk for the United States was 790 pounds. In 1920 it was 841 pounds and in 1925 it was 1,012 pounds.

¶ The total consumption of dairy products has increased 50% in the past ten years, while the number of cows per thousand consumers has decreased from 225 to 204.

¶ Dairying is in the strongest position today that it has ever occupied.

¶ If you want to reach the very cream of this great industry, use the advertising columns of the old reliable dairy farm paper, HOARD'S DAIRYMAN, the gospel of the dairy industry for nearly fifty years.

HOARD'S DAIRYMAN, FORT ATKINSON, WISCONSIN

STANDARD FARM PAPERS,
INC.

307 No. Michigan Ave.,
Chicago, Ill.



WALLACE C. RICHARDSON
INC.

250 Park Avenue
New York, N.Y.

Member Standard Farm Paper Unit

effects for which it is intended, he is out of luck, and, for this reason, I think the advertiser who does not realize that copy is the most important thing in his whole advertising program ought to take a primary course in some convenient night school.

"In a similar way, the manufacturer I have in mind, watches very carefully how his sales department is operated. Divisions of territory, quotas, and everything else that enters into distribution up to the actual sales outlet, he is always sure to consider fully and wisely. And then, after all that effort, he quits cold, leaving his product at the mercy of retail salesmen who may be intelligent, but who, in too many instances, know as much about shoes as a farmhand knows about watchmaking.

"In some of the shops in the big cities there are shoe salesmen who know their business, but most of the shoes that people wear are bought, and not sold. They are bought because people need them, and not because retail salesmen know how to sell. A cut of 50 cents or \$1 in the price of a pair of poor shoes leaves the incompetent salesman with no chance to sell a pair of good shoes at the regular price.

"Away out at the end of the merchandising trail, where the consumer lays his cash on the counter, there is a job for the manufacturer, which he is overlooking. The education of the retail salesman is a matter that the producer ought to regard as one of the most important elements that are to contribute to his success. So long as he neglects this phase of his business a large part of the effort he puts forth must be wasted.

"It is like the operations of a dairyman who, having taken great care in raising a cow, feeds her well, milks her properly, strains and bottles the milk, carries the product to the door of his customer, and then spills it."

The fellow kept looking right at me while he was talking, and I feel almost sure that he had me pictured in his mind as the incompetent retail salesman who ought

to be taken in hand and trained in accordance with the manufacturer's directions.

And me, with all the sales knowledge I have acquired through reading the works of Doolittle, Bing and Hopper, not to mention the fine training I have had under Mr. Wumpa, or the mental development that has come to me as a result of my correspondence course on "The Human Equation, as Applied to the Six Primordial Principles"!

Wasn't he foolish?

W. B. Powell to Join Lyddon & Hanford Agency

William B. Powell, formerly manager of the New York office of the Tracy Parry Company, Inc., New York advertising agency, will become associated with the New York office of the Lyddon & Hanford Company, Rochester advertising agency, on January 1. He was at one time advertising manager of the Vanity Fair Silk Mills, Reading, Pa.

National Tea Net Profit

The National Tea Company, for nine months ended September 30, 1926, reports a net profit of \$1,122,443, after Federal taxes. This compares with \$1,071,430 for the corresponding period last year. For the September quarter, net profit, after Federal taxes, was \$258,021 against \$205,000 for the similar quarter last year.

New Account for Arthur Rosenberg Agency

The Enid Manufacturing Company, Inc., New York, Maiden Form brassieres and lingerie, has appointed the Arthur Rosenberg Company, Inc., New York advertising agency, to direct its advertising account. Newspapers and magazines will be used.

Appoints Evans, Kip & Hackett Agency

Evans, Kip & Hackett, Inc., New York advertising agency, has been appointed to direct the advertising account of Hydro-Centrifugals, Inc., New York. Laundry journals are being used for this account.

E. E. Sheridan Leaves American Colortype of Illinois

E. E. Sheridan, for the last eight years vice-president, sales and advertising manager of the American Colortype Company of Illinois, Chicago, has resigned.

Manufacturers' Displays in Department Stores

THE PHILADELPHIA ADVERTISING CO.
NEW YORK.

Editor of PRINTERS' INK:

Can you refer me to any articles in your files which touch upon the policy of department stores and women's wear stores in regard to the display of manufacturers' point of purchase advertising? I am particularly interested in knowing something of the story of those concerns which have been successful in securing a representative display of such material in stores of the character I mention.

Will you be good enough to refer me to articles in which you think I might be interested?

THE PHILADELPHIA ADVERTISING CO.
G. W. MINSTER.

THE average department store's attitude toward manufacturers' window and counter display advertising has always been a large fly in the advertising ointment of national advertisers. Many department stores are wholly indifferent to manufacturers' display advertising and in some cases even have strict rules against the use of such advertising. However, the department store executive is a firm believer in display advertising and there is no department store in the country which hasn't frequently availed itself of material sent by national advertisers. The trick is to get the kind of advertising that appeals to the department store executive.

A PRINTERS' INK staff investigator recently made a careful study of this situation in a large city. From his investigation he was able to draw several interesting conclusions which will be set down here briefly.

Regarding window display advertising he found that the average department store's attitude is as follows:

1. Window display contests are frowned upon, not being considered equitable or important.

2. The quality of display material must be much better than the average.

3. Stores are often interested in displays in the form of mechanical contrivances. (This, however, will not hold good universally.)

* 4. A good display should be given to but one store in a city at a time, since department stores strive to avoid any implication that they are copying their competitors.

5. Good background material has an excellent chance of department store display.

6. Department stores, as a rule, don't want material which dominates the window to the exclusion of any possibility of combination display.

It is interesting here to point to the experience of the Holmes & Edwards Silver Company, as described in the December issue of PRINTERS' INK MONTHLY. This company has gained considerable department store display space by the use of a display describing the manufacture of silverware.

Regarding counter cabinets the investigator found:

1. Too many cabinets are designed to advertise the product rather than sell it. The distinction may seem subtle but is obvious to any advertiser of experience.

2. Cabinets should harmonize with a store's fixtures.

3. The class of goods has a great bearing on the use of the cabinet. (For instance, goods that spoil easily are kept well in a cabinet. Goods difficult to arrange in ordinary fixtures are likely to be displayed in cabinets.)

4. Cabinets must supplement the store's display ideas rather than clash with them.

5. Cabinets must not be of a size out of proportion to the importance of the goods in the store's stock.

The department store executive must make his display plans carefully. He must get the maximum of effect at the minimum of expenditures. Therefore he is chary of using any display or cabinet which he feels does not do its work better than similar material which he can prepare himself.

A number of articles dealing with this subject have appeared in PRINTERS' INK and PRINTERS' INK MONTHLY and a list of these will be sent to readers who are interested in the subject.—[Ed. PRINTERS' INK.



Brookmire Economic Service says,

"Among the ten major states studied (Ohio, Indiana, Missouri, Minnesota, Kansas, Nebraska, Wisconsin, Iowa, Illinois and New York, New Jersey).

New York and New Jersey Combined, Rank:

Eighth in land area

Fourth in number of farms

BUT,

First in number of owner operated farms

Third in farm cash income

First in stability of income

First in gain in income the last fifteen years

First in income from dairy products

First in income from fruits and vegetables

First in income from potatoes

Second in income from apples

First in income from Hay

Third in value of farm implements

First in number of tractors purchased Since 1920

First in gain in automobile registration for 1925

First in number of radios on farms

AMERICAN AGRICULTURIST

Circulation Over 140,000

HENRY MORGENTHAU, JR., *Publisher*

461 Fourth Avenue

New York City

New York Member Standard Farm Paper Unit

"A CITY
FORTUNATE IN ITS PRESS"—
and THE NEW YORK TIMES
is First

IN A SURVEY of New York newspapers, The New Yorker, the recently established and highly successful weekly journal of the metropolis, says of The New York Times:

No one, inside or outside the newspaper business, will challenge the right of THE TIMES to be named first in any consideration of the metropolitan press.

It has not the largest circulation, nor does it lead in volume of advertising in all classifications. It has, however, in thirty years under its present ownership brought together one of the largest homogeneous groups of intelligent, well-to-do and responsive readers ever won by any newspaper.

Its first function, it conceives, is news-giving. Features, opinions, even orders for advertising, must give way before the pressure of the day's events.

No mere parochial or insular standard of news suits THE TIMES. It takes the world for its district. And not only the visible world, but the invisible, for the researches of science into the unknown are reported as thoroughly and competently as are the murders in Mott Street or the mysterious policy of China. Explorer and archaeologist, chemist and astronomer, bacteriologist and engineer—all have learned to rely upon THE TIMES to inform the layman of their discoveries, and to tell them what their fellows are doing—always accu-

ately, with restraint and respect for scholarly truth. THE TIMES is an essential tool to the business man, a public document to the statesman, a contemporary record to the historian, a reference bulletin to the shipper, the lawyer, the realtor, the financier, an inspiration to the educator, and to all other newspaper men an unfailing source and worthy model.

Foresight, energy and enterprise have enabled it to tap every spring of news in the entire world. Its men range far with assignments which are definite and yet leave play for individual initiative and talent. Skill and decency in training and handling men have equipped it to present the news with clarity and vigor. Courage in the use of space, lavishness, at times, but always governed by a fit sense of proportion, have made it notable for thoroughness and balance, each story being stressed for what it is worth, no more, no less. The human race has never had a newspaper so comprehensive.

Little wonder, then, that THE TIMES has a daily circulation of the highest intellectual quality, rising to 360,000 on weekdays and 600,000 on Sundays. Little wonder, too, that it enjoys an advertising prestige that is international.

No advertising campaign is properly built in New York unless THE TIMES has at least been given thorough consideration. There are many campaigns in which it is not a primary medium, but if it is not used, the reason for not using it ought to be positive. The burden of proof is not on THE TIMES; it is on the advertiser.

The New York Times

On November 4, 1926, LA PRENSA of Buenos Aires published in an ordinary daily edition 6,787 separate advertisements, breaking its own previous record of 6,706, made on December 2, 1925.

The total volume of advertising in LA PRENSA is larger than that of any other newspaper in South America.

On October 17, 1926, LA PRENSA established a new circulation record when it sold 325,010 copies.

LA PRENSA has more circulation than any other newspaper south of the Mason and Dixon line.

FREE—A booklet on "Argentina as a Market for American Products," will be sent on request to those interested.

JOSHUA B. POWERS

Exclusive Advertising Representative

250 Park Avenue

New York

"SOUTH AMERICA'S GREATEST NEWSPAPER"

The Trade Commission Reviews Its Activities for the Year

The Report Discusses the Progress Made in Carrying Out Some of the Commission's New Policies

*Washington Bureau
of PRINTERS' INK*

ONE of the most interesting features of the annual report of the Federal Trade Commission is the inclusion of a statement regarding the decisions of the Supreme Court, in the cases of the Commission against the Western Meat Company, Thatcher Manufacturing Company and Swift & Company, which were handed down since the fiscal year closed. These decisions were discussed by PRINTERS' INK in its issue of December 9. The Commission's report summarizes the propositions laid down in these decisions as follows:

"(1) That if there has been an acquisition by one competitor of the stock of another and the Commission files a complaint under section 7 of the Clayton Act, and the holding company thereafter causes the assets of the controlled company to be transferred to it, the Commission may issue an order requiring divestiture of both the stock and the assets.

"(2) That if there has been an acquisition by one competitor of the stock of another, and the holding company causes the assets of the controlled company to be transferred to it, and the Commission thereafter files a complaint, the Commission exceeds its power if it attempts to order a divestiture of the assets."

In regard to the settlement of applications by complaint, the report shows considerable and gratifying progress. During the short period since the stipulation rule has been in effect, the report mentions that 106 applications for complaint have been disposed of by stipulation. These cases involve 109 separate respondents, each of which entered into a stipulation of the facts with an agreement to abandon the unfair methods of competition "and cease and desist for-

ever from the said practices in interstate commerce."

Another gratifying result of the stipulation rule, mentioned by the report, is the substantial saving in time and money to the Government and to prospective respondents, and the elimination of unfair methods from the channels of interstate trade. "From an estimate made by the Commission it was determined that the average case disposed of by complaint procedure, including the taking of testimony, reporting, and trial, costs about \$2,500, while the cost of settling an application for complaint by stipulation, thus avoiding a complaint, costs less than \$500 per case. The proportion of saving of time is even greater and more important than the saving in money."

In the opinion of the Commission, the stipulation rule will result in gradually establishing precedents that will greatly facilitate its procedure. "To aid in the establishment of precedents," the report explains, "and for the guidance of the business world and for the information of the public generally, statements of facts covering stipulated cases, including the practices abandoned, have been published from time to time, but without identifying parties to the stipulation."

The report summarizes the subject of complaints as follows:

"All but one of the sixty-two complaints issued during the year charged unfair methods of competition. Violation of Section 7 of the Clayton Act by acquisition of stock of competing concerns was charged in only one complaint, namely, the Continental Baking Corporation complaint. There was also only one complaint charging violation of Section 2 of the Clayton Act, which complaint is the one filed against the Aluminum Company of America. This com-

plaint also included a charge of violation of Section 5 of the Federal Trade Commission Act. No complaints charging violation of Section 3 (tying contracts) or Section 8 (interlocking directorates) of the Clayton Act were issued during the fiscal year here reported on."

A table is published giving the names of the companies and the products concerned in the issuance of forty-four orders to cease and desist during the year. All of these orders covered violations of Section 5 of the Federal Trade Commission Act relating to unfair methods of competition, except one, in which violation of Section 7 of the Clayton Act (corporate stock acquisitions) was enjoined.

An interesting feature of the report consists of the outlines of typical cases in which complaints were issued and all of the cases involving orders to cease and desist. The cases before the courts are also reviewed and the facts set forth.

The creation of the division of trade practice conferences is reported to be among the outstanding activities of the Commission during the year. This division has taken over the trade practice conference work which was previously scattered among several divisions, and has co-ordinated, expedited and facilitated the holding of conferences. The work of the new division is explained in this way:

"A trade practice conference, formerly known as a trade practice submittal, provides a method of procedure whereby those engaged in an industry or business may formulate, under the direction or sanction of the Commission, their own rules of business conduct. The origin of this procedure is found in an effort made several years ago to eliminate simultaneously and by consent of those engaged in a given industry practices which, in the opinion of the industry as a whole, were harmful, wasteful, or unfair."

Then the report relates that since the creation of the new division, conferences have been conducted for the retail furniture

trade, for manufacturers of Castile soap and mending cotton, for dealers in eggs and poultry, and in connection with such commodities as "rayon," "silkline," "butter," and "cheese." Final action has been taken by the Commission with reference to four of these, and work in connection with the other conferences had not been completed at the close of the fiscal year. Applications for conferences have reached the division from twenty-three industries or lines of business.

Methods of competition which have been condemned by the Commission are listed in the present report, but the list does not contain any items that did not appear in the report for 1925.

During the year, fifty-one associations filed papers with the export trade division of the Commission. During 1925, associations reporting to the Commission exported goods to the total of about \$165,500,000, an increase of \$25,500,000 over exports during the previous year. This part of the report fully explains the provisions of the Webb-Pomerene Law, which authorizes the formation of combinations entered into for the sole purpose of engaging in export trade.

A. H. Hitchcock Dead

Albert Harvey Hitchcock, Chicago editor and publisher of trade journals, died on December 10 at Mountain Lakes, N. J., where he was spending a year's vacation. He was seventy years old. Mr. Hitchcock began his business career on the editorial staff of the *Northwest Lumberman* and later became managing editor.

He was successively an owner of the *Timberman*, editor of the *National Laundry Journal*, and founder of *Hardwood*. In 1896 he established the *Stock List*, in 1899 the *Machine List* and in 1906 *Hitchcock's Machine Tool Blue Book*.

James H. McGraw to Be Honored

A testimonial dinner will be tendered to James H. McGraw, president of the McGraw-Hill Publishing Company, at the Hotel Astor on December 17. The occasion will celebrate Mr. McGraw's birthday and the completion of forty years of service to engineering and industry.

Signs of Prosperity in ARGENTINA

- 1. The agricultural and mineral production of Argentina was larger in 1925 than during the preceding year.
- 2. The production of wheat in the 1925-26 season increased 20% over that of 1924-25.
- 3. Linseed oil yields registered an increase of about two-thirds over the previous year.
- 4. Due to general revenue increases and a program of economy in expenditures, the Government's financial situation is extremely satisfactory. The budget shows a considerable surplus, which only reflects the general prosperity prevailing throughout the country.

These are but a few outstanding facts pointing conclusively toward the **sustained and increasing** economic progress of ARGENTINA.

The prosperous population of ARGENTINA has the means with which to pay for American goods but must be reached in an effective manner so that it may be stimulated to buy more and more.

LA NACION, Buenos Aires

has the **largest** circulation of any newspaper in South America and the kind of **circulation that counts**.

It is the **ONLY** newspaper in South America that has its circulation figures duly **audited and certified** along the lines of the A. B. C.

LA NACION enjoys an enviable prestige as the **preferred** medium which efficiently serves and thoroughly dominates an increasingly prosperous market—ARGENTINA.

"Ask LA NACION about Argentina."

Editorial and General Office in
the United States:
W. W. DAVIES
Correspondent and General
Representative
383 Madison Ave., New York

United States Advertising
Representatives:
S. S. KOPPE & CO., INC.
Times Bldg., New York
Telephone: Bryant 6900

Write for "Advertising in Argentina" and "Certified Circulation," by
Dr. Jorge A. Mitre, Publisher of LA NACION

Injunction against Use of "Fruit of the Loom" Trade-Mark

A CONSENT decree was filed on December 7 in the United States District Court in the suit, filed on November 22 last, of B. B. & R. Knight, Inc., maker of "Fruit of the Loom," against Bloomingdale Brothers, Inc., department store, and Seham, Inc., manufacturer of women's dresses, both of New York, for selling and offering for sale women's uniforms and Hoover aprons bearing labels reading, "Made of Fruit of the Loom," which articles were not manufactured by the Knight company or its licensees.

By this decree Bloomingdale is perpetually enjoined from selling garments under the name "Fruit of the Loom" unless the material of which such garments are made is manufactured by the Knight company and unless this material is made into garments by a licensee of the Knight company. The decree provides that Bloomingdale may sell garments made of "Fruit of the Loom" material when this material is made into garments by a manufacturer who is not a licensee of the Knight company, only under the following representation:

"This is not a genuine 'Fruit of the Loom' garment. It is not made or guaranteed by B. B. & R. Knight, Inc., or by any authorized licensee of B. B. & R. Knight, Inc., the owner of such trade-mark. This is a garment made, however, of genuine 'Fruit of the Loom,' manufactured for or by (insert name of manufacturer), manufacturer of said garment. It is not guaranteed by B. B. & R. Knight, Inc."

The decree adjudges the Knight company's trade-mark, "Fruit of the Loom," to be valid, and that the Knight company is the sole and exclusive owner of it. It further adjudges the Bloomingdale company and Seham, Inc., to have infringed on the Knight company's exclusive rights and to have been guilty of unfair competition in

selling the garments referred to.

The decree directs Bloomingdale to insert an advertisement in the newspapers to the effect that an advertisement inserted in the newspapers of November 14 last was incorrect in stating that the goods offered for sale were genuine "Fruit of the Loom" garments; and that this advertisement is to be as prominently displayed as the one which appeared on November 14. The decree recites that Seham, Inc., paid \$5,000 to the Knight company in lieu of damages and profits.

Automotive Accessory Account for Hurja-Johnson-Huwen

The Anchor Electric Company, Chicago, manufacturer of shock absorbers for automobiles, has appointed Hurja-Johnson-Huwen, Inc., advertising agency of that city, to direct its advertising account. Newspapers in the Middle West will be used.

New Account for New Haven Agency

The Beaton & Corbin Manufacturing Company, Southington, Conn., floor and ceiling plates, has appointed The Steadford Pitt Company, New Haven, Conn., advertising agency, to direct its advertising account. Business-paper and direct-mail advertising will be used.

A. A. Lausmann Joins Aubrey & Moore

A. A. Lausmann, formerly with the Bellamy-Neff Company, Chicago advertising agency, has joined the staff of Aubrey & Moore, Inc., advertising agency of that city.

Carton Account for Aubrey & Moore

The Chicago Carton Company, Chicago, has placed its advertising account with Aubrey & Moore, Inc., advertising agency of that city. Business papers and direct-mail will be used.

Mell B. Fergusson Dead

Mell B. Fergusson, vice-chairman of J. W. Fergusson & Sons, Richmond, Va., printers, died recently while enroute from New York to that city. He was fifty-eight years old.

Join Staff of "Collier's"

Robert H. Sanford and Jack Henderson have joined the Western staff at Chicago of *Collier's*, New York.

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK

*If you want to know about our work,
watch the advertising of the following:*

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
TARVIA
DUZ
HAVOLINE OIL
WALLACE SILVER
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK - LIGHT
TAVANNES WATCHES
BONDED FLOORS
NEW-SKIN

What we've done for others we can do for you.

Member of the American Association of Advertising Agencies
Member of the Audit Bureau of Circulations
Member of the National Outdoor Advertising Bureau



Buy Christmas Seals

The Farm

first in the

PHILADELPHIA

NEW YORK

BOSTON

ATLANTA

'Tis Christmas!

*Let millines and markets
pass temporarily into the
limbo of things well forgotten*

**Here's Wishing You
A Merry Christmas!**

m Journal

farm field

ATLANTA

SEATTLE

SAN FRANCISCO

LOS ANGELES

DOMESTIC ENGINEERING

*The Weekly Business Paper
of the Plumbing and Heating Industry*

Within a cover labeled
"Selling the Plumbing
and Heating Industry"
we have placed twenty-
four pages of selling
data that will, we be-
lieve, be interesting to
the man who makes or
advertises a product
used in the industry.

Sent gratis upon
request.

Member: A. B. C. and A. B. P., Inc.

DOMESTIC ENGINEERING PUBLICATIONS
1900 PRAIRIE AVENUE

DOMESTIC ENGINEERING
THE PLUMBING AND
HEATING WEEKLY
ESTABLISHED 1899

CHICAGO

DOMESTIC ENGINEERING
CATALOG DIRECTORY
OF PLUMBING AND
HEATING SUPPLIES

What Can Be Left Out of the Illustration?

The Elimination of Unnecessary Details Very Often Strengthens and Improves Art Work.

By a Commercial Art Manager

IN plotting out an average illustration, the tendency is, apparently, to see how much can be crowded into it. The volume of detail would appear to influence its effectiveness as a pictorial expression of the advertiser's story.

Suppose we take a characteristic instance—Heinz Mince Meat, for example. How easy it would be to write out a picture-scenario along these lines:

"Show fine type of growing boy, at table, just lifting forkful of mince pie to his lips with every suggestion of pleasure. Through open window may be seen winter landscape. Mother stands in kitchen doorway, smiling across at her son with every evidence of pleasure. Baby sister, also at table, looks up interestedly at her brother."

So much for a typical human-interest illustration scenario, which sounds good in written form but which is not at all in sympathy with the modern, simplified type of advertising picture.

What did the Heinz company actually do? Working on the basis of the scenario quoted above, it boiled all this down to a mere study of the face of the boy, his hand, a forkful of the pie, and the pie itself on a plate.

The artist went so far as to eliminate the body of the principal character. The head alone appeared, silhouetted against white paper. Then his hand was pic-

tured, with a fork. All intervening detail was entirely omitted. The pie plate was allowed to stand against white ground, with no other table detail. Mother and baby sister were eliminated. There was no window, no winter landscape vista.

As it appeared, the illustration

*Parents who count household costs
will be interested in these "Better shoes for less money"
for boys and girls*



Endicott-Johnson shoes are made for parents who buy children's footwear on the basis of cost *per dollar*. They're good-looking shoes. Of course. They're fine style, beautiful finishes, and have all the distinctive appearance touches modern youngsters demand. But kind of all these outward appeals (which, as so many shoes are often merely a camouflage for the quality) is the Endicott-Johnson guarantee that these shoes will wear.

There are better materials and better workmanship in them. Fine, smooth, strong leather—every bit tested under our own eyes and by our own special processes. We put solid foundations into our shoes. The designs are right. Each type of shoe is based on actual usage—on real, rugged boys and girls. And one such pair gets the personal interest of every mother who has a part in their making.

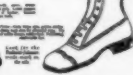
We urge you to try these shoes. If it's smart value you're looking for, Endicott-Johnson shoes have it.

Boys' and girls' shoes by E. J. Endicott-Johnson are proportionately less. Fifty thousand women call Endicott-Johnson shoes. Scores of critics—the men, women and children. Write for "The Modern Day," a free booklet for boys, girls and grown-ups. Endicott-Johnson, Endicott, N. Y., New York City, St. Louis, Mo. Largest manufacturers of boys' and girls' shoes in the world.

"A word about credits. The better quality you get on Endicott-Johnson shoes is the more you get on all 'best' leather—the very best part of the highest grade leather on the list. They wear like a new pair of shoes without requiring the quality of the credit."—*Journal of Commerce*, Endicott-Johnson Corporation.



ENDICOTT-JOHNSON
Better shoes for less money



A BACKGROUND TO THIS PICTURE WOULD DISTRACT THE EYE—THE FIGURES FORM A COMPLETE PICTURE IN THEMSELVES

was stronger than the scenario which called for many accessories. Also, it inspired a basic technique for a complete campaign, with pictures unlike the average.

But when is an advertiser to know what can be omitted? How is this process of simplification to be undertaken? One concern, at

In Tulsa

There Is No Question About Newspaper Supremacy

The Tulsa World "Oklahoma's Greatest Newspaper," published Morning, Evening and Sunday is the outstanding newspaper of eastern Oklahoma. Consistently maintaining a leadership in circulation, advertising and reader interest.



Tulsa Drug Merchants advertise exclusively in The Tulsa World. The lineage quoted above produced approximately \$1,500,000 in Drug Sales. National advertisers, too, who want complete coverage at low cost, in the rich market of eastern Oklahoma concentrate their advertising campaigns in The Tulsa World.

Nearly Everyone In Eastern Oklahoma Reads The World

TULSA DAILY WORLD

Morning • Evening • Sunday

be set on paper with painstaking and definite detail.

If a pretty woman is to be pictured walking down Fifth Avenue, it is not necessary for the artist to work from a photograph and faithfully reproduce the crowds and the traffic and the buildings. A single faint hint of a traffic tower will accomplish the same thing and interest is concentrated on the figure, where it belongs.

The public has some imagination. People can mentally fill in details which are missing, and they rather like to do it.

An illustration in a recent advertisement pictured a housewife using a polisher on a waxed floor. Not only did this drawing include a wide expanse of floor, but considerable detail of the room, with walls, furniture and a window. It was cluttered with atmosphere. Yet the purpose of the illustration was not to emphasize any one room, but to stress the woman's pleasure over her acquisition and its ease of operation.

In another publication there was a very similar layout. But there was this exception; the artist featured the woman and the business of waxing a floor. There was just a hint of parquet woodwork beneath the polisher. There was no background detail of any kind. The figure was a striking silhouette. This latter composition was easily the preference.

The more detail, the more in an illustration there is to criticize. There may be nothing whatsoever the matter with the figure portions of a canvas, but the accessories may call forth a storm of letters from persons who detect technical errors.

Silhouetted effects are bold and uninvolved. They attract the eye by virtue of their extreme simplicity. They rest the eyes, for there is less work to do visually and concentration is easier.

There are many occasions when backgrounds and accessories are absolutely necessary. To omit them, however intricate, would be to weaken the advertisement, but this does not mean that every illustration must be crowded with

picfornal ingredients merely because the space is there in which to do it.

The present Endicott-Johnson series of illustrations in a campaign for children's shoes is a characteristic example of what omitting the background will do. The series has presented childhood, in all its rollicking, care-free playtime abandon. But there is never any detail in the background. The figures scurry at their games, undisturbed by houses, yards, trees, sidewalks and the like. As a consequence, the reader is left to absorb the expressions of the faces and the selling stories which are skilfully woven into every illustration. They stand out sharply against white paper.

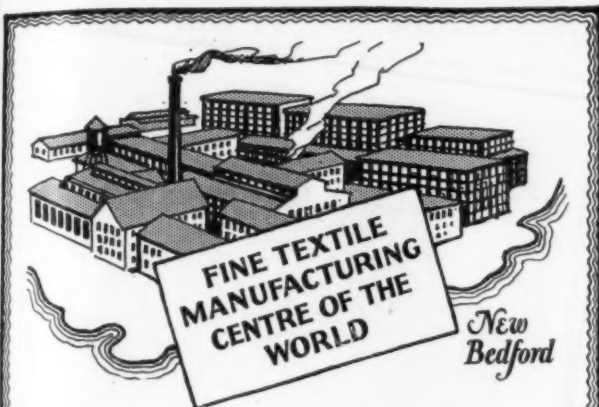
The Listerine tooth-paste series of character studies of "lazy people" follows the same illustrative principle. In order to convey the idea to the public that a man is a chauffeur, it is not necessary to include the entire automobile. If this were done, the figure itself might be so small as to be ineffective.

It requires courage to censor. To the artist it is likely to mean "letting his life blood flow" for he has spent as much time and thought and care on his backgrounds, as on the more important phases of the drawing.

Advertising art should never be confused with other forms of art, despite the fact that there may be much in common. The idea of competition must be considered. Will the advertisement dominate? And will it catch the eye? are questions to be asked, as well as Is it a work of art?

Agate Club of Chicago Elects Officers

Richard C. Chapeck, *McCall's Magazine*, was elected president of the Agate Club of Chicago at the thirty-second annual meeting of that organization last week. The other officers for 1927 are: Robert W. Richardson, *The Quality Group*, vice-president; Frederick P. Ives, *Crowell Publishing Company*, secretary; Happer Payne, *Good Housekeeping*, treasurer, and George W. Quigley, *Photoplay Magazine*, assistant secretary.



From Whales to Cotton— and from cotton to silk and cotton and rayon mixtures

TODAY, despite the general depression in the textile industry, New Bedford mills are busy, because New Bedford manufacturers have been quick to recognize the importance of rayon and silk and to combine them with cotton in the silk and cotton and rayon and cotton mixtures now popular.

Better business in the mills means bigger business for you in New Bedford. You need only one newspaper to cover New Bedford's 125,000 people with their per capita wealth of over \$3,000. The Standard Mercury covers this market completely—at a flat rate of ten cents a line.

We would like to send you more complete information on Massachusetts' 4th market. Write today direct to us or to our representative the Charles H. Eddy Company in New York, Chicago and Boston.

NEW BEDFORD



market in Massachusetts
Completely covered by the

STANDARD MERCURY



The new building of the
Canal Bank & Trust Company

THE AMERICAN
REVIEW
OF
REVIEWS

THE REVIEW OF
55 Fifth Avenue, New York
THE REVIEW OF REVIEWS
TWO OF THEM

CANAL BANK & TRUST COMPANY

ESTABLISHED 1831

CAPITAL AND SURPLUS \$7,000,000.00

EDNEY W. SOUERS
VICE PRESIDENT

NEW ORLEANS November 11, 1926

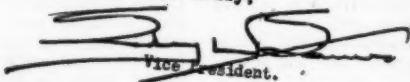


Mr. Edward F. Healey,
Advertising Manager,
American Review of Reviews,
35 Fifth Avenue,
New York, N.Y.

Dear Mr. Healey:

While the Canal Bank and Trust Company's advertising, which has been appearing in the Review of Reviews all of this year, has been more of a campaign New Orleans' growing importance than it has for the Canal Bank, we feel gratified indeed with the response which has come from your medium.

Yours very truly,


Vice President.

Advertising each month in
The Review of Reviews

NEW VIEWS CORP.

5th Avenue New York City

REVIEWED THE GOLDEN BOOK

TRUALITY GROUP



Tighter Credit as a Solution for Jobber Problems

A Collections House Advertises Some Pertinent Advice to Financially Embarrassed Candy Jobbers

By Hartwell Chandler

"IF the small jobber would only listen to reason," complained a St. Louis candy manufacturer a few days ago, "one of the most irritating and expensive situations in our industry would right itself without delay."

"We would have fewer unsuccessful advertising campaigns. There would be fewer failures among jobbers and cleaner competition. Perhaps the exit doors would swing outward on some of the meaningless, jazzed merchandising methods that too-long have been a part of the candy business."

He was right. The small jobber and the ease with which it is possible for almost anyone to set up in business as a jobber are one of the candy industry's sorest spots.

Most candy manufacturers, no matter where they are located and regardless of whether they make a line or specialize on bar goods, are finding fault with the situation among jobbers, especially the smaller ones, as it exists today. For their own part, the jobbers are complaining too.

If the manufacturer and jobber could get together and talk it out, manufacturers probably would work their way back to sound merchandising tactics and the jobbers might side-track many financial difficulties. Recently in some of the publications reaching candy jobbers an advertising campaign began over the signature of the Manufacturing Confectioners Bureau, a division of Bruhnke & Silver, a domestic and foreign collections house, with branches in New York, Chicago, Boston and Milwaukee. This advertising addressed "To the Financially Embarrassed Jobber," has attracted rather widespread interest. The reason is that it undertakes to give some highly pertinent advice to

jobbers whose financial affairs are muddled at a time when manufacturers are frankly worried about their small jobbers as credit risks.

After listing price cutting, insufficient capital, inexperience and personal extravagance as some of the principal causes of failures among jobbers, the advertising points out that "an analysis of many failures demonstrates that only a few of these elements predominate in most cases. In practically every case, failure could have been averted by simple remedies if applied in time."

"It is natural for a financially embarrassed merchant to hide as long as possible his actual condition from his creditors, but this very thing militates against his receiving such counsel and co-operation as would tend to relieve his financial difficulties and soon establish him on a sound foundation."

The primary aim of Bruhnke & Silver, representing some 200 candy manufacturers, is to make their services more valuable by establishing a closer working relation between creditor and jobber debtor when the latter is embarrassed. A second purpose is indirectly to jolt manufacturers into realizing that they are responsible for many of their jobber troubles by their own slackness in credit matters.

The whole situation in the candy industry changed sharply a few years ago when a few pioneering manufacturers made successes out of their attempts to merchandise candy bars in a big way. Instantly they were followed and imitated by a small army of manufacturers eager to cash in on the new bar business. Many of these trailers were inexperienced and incompetent. They figured that any novel

Typography Comes First And We Come First In Typography

THREE is the perfect number. It expresses beginning, middle and end. Man is three: body, soul and spirit. Nature is three: animal, vegetable and mineral. Basic colors are three: red, yellow and blue. An advertisement is three: typography, copy and art. "We put typography at the beginning, because if nobody sees, nobody reads, and if nobody reads, nobody buys, and if nobody buys, 'the rest is all but leather or prunello.'" "Typography comes first and we come first in typography. "Allow us to prove it with proofs.

Frederic Nelson Phillips, Inc.
Typographers Who Prove It With Proofs
314 EAST 23RD STREET + NEW YORK

Buy Red Cross
Christmas
Seals



Buy Red Cross
Christmas
Seals

"BUTTERED PEASE"

A large business advertised for the first and perhaps the last time in its life. It is one of the greatest manufacturers in its line. It makes a staple product that is used in almost every home. It has been approached again and again by advertising men fired with the natural desire to show it how to advertise and increase the sales of such a basic product, and to all of them it has said, "We have nothing to advertise!"

It happened that this house was one that helped in fitting out the *Leviathan*. It saw how other manufacturers took advantage of the temporary public interest in this ship to describe their parts in supplying furnishings, and it said to itself, "At last we have something to advertise." So it took a half page in all the leading newspapers to announce that "all the on the *Leviathan* were supplied by the old and well known house of" And that was all. It had advertised and got away with it, and it could now con-

fine itself to its legitimate work of making and selling goods.

It reminds us of the man who could say "Buttered Pease" in Choctaw. He had spent his entire life in learning to say "Buttered Pease" in Choctaw, and his fame became so great that the king sent for him and arranged a great audience at the palace. And all the wise men were present to hear the savant. And when everything was ready he walked up on the platform and bowed, and said it, and walked down again, and



it was all over. And everyone said, "How wonderful!!" and went about his business.

CALKINS & HOLDEN, INC.

247 PARK AVENUE • NEW YORK CITY

piece of merchandise, given an unusual name and backed with advertising, free goods offers and high pressure selling would set them up in a highly profitable business. The big thing was to get their bars on the market quickly and at any cost. Then with the market once captured, they would make money.

Unfortunately for the entire industry more candy bars have been and still are being produced than can be distributed profitably by sound sales methods. Jobbers have increased in number, thereby adding to the competition among manufacturers and themselves for a market which has not expanded correspondingly. Following the example set them by manufacturers these jobbers have offered free deals, special discounts of their own and the result has been financial trouble.

"When a jobber gets into financial difficulty most manufacturers' credit departments are not strong enough to handle the situation properly," Barnett L. Silver of Bruhnke & Silver, told **PRINTERS' INK**. "Too often they are prone to recommend a settlement of some kind on some basis other than the merits of the case. When this occurs and it occurs frequently, the morale of the industry suffers. The insolvent debtor usually dumps his stock on the market at cut prices, making it all the harder for the real merchandiser to operate and earn a profit. It is not unusual for the jobber who has succeeded in settling for 25 cents on the dollar to start up another business. He can do so easily. Strange as it may seem, manufacturers, competing extravagantly for distributing outlets can be found who will take a chance on him.

"From the point of view of the whole industry it would be much better if more manufacturers would force some creditors into bankruptcy, especially those who owe their troubles to price cutting, the giving of excessive discounts and similar bad practices. Tighter credit would help the candy busi-

ness rather than hinder it in the long run. It would go a long way toward solving the small jobber credit risk problem. No candy manufacturer of experience doubts that there are too many incompetent jobbers fighting to get along. The elimination of the weaker third would not result in a smaller volume of business. So far as the manufacturer is concerned it would mean the same sales volume handled on a safer and better basis from fewer accounts."

Manufacturers are hoping that the three-year advertising program recently decided on by the National Confectioners Association will bring about a greater consumption of candy and thereby remove some of the present necessity for reckless competition. The industry through its association is committed to a three-year effort involving the investment of \$900,000 in consumer advertising. This co-operative campaign is one of the few selling movements that manufacturers have been able to get together on. If production is not stepped up and if new manufacturers are not attracted as the campaign unrolls itself, it should prove a big help toward remedying some of the present harmful conditions.

"In thirty-five years I have never seen competitive conditions so keen as they are now," a Salt Lake manufacturer remarked to the writer recently. "The industry seems to be in a dog-eat-dog stage, and it looks as if the wolf hound would devour the French poodle. The greed for volume which seems to have carried some of the larger manufacturers off their feet, has resulted in all kinds of poor, unbusinesslike methods and the worst kind of cut-throat tactics. In most cases these manufacturers would make more actual profit with less volume.

"We have one big manufacturer giving one half-carton of free goods indiscriminately. Evidently his peanuts, sugar and chocolate are presented to him. On top of this he has a stock bonus plan whereby the jobber, if his purchases total \$300 a month, is given

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Suit of Maximilian armor bought at the Keasby sale, Part II, at the American Art Galleries by Henry Walters for \$5,500.

ALMOST every substantial family is a collector in some degree. Certainly no class of readers purchase with more enthusiasm or spend money more liberally. It is an individual and ultra desirable audience that International STUDIO introduces to the advertiser.

INTERNATIONAL
STUDIO

119 WEST 40TH STREET, NEW YORK

Here is the BEST to sell Automobile

Here is a quick summary
the Cleveland Market
Automobile Buying Power
how to cover it thoroughly
how to sell it quickly.

There are 3,567,433 people living
in 794,310 families in this market

They have \$1,453,376,000 in Bank
deposits, as of December 1, 1926

There are 633,260 workers in
5,561 industries receiving
\$889,960,143 in wages or \$1,406
per worker

Seven-in-every-ten families own
a car 794,310 families—553,076
cars!

The* Cleveland** ***in Cleveland and Northern Ohio—ON

J. B. WOODWARD
110 E. 42nd St.
New York

WOODWARD & KELLY
300 N. Mich. Ave., Chicago
Fine Arts Bldg., Detroit

Top in the United States through ONE newspaper

This is the market automobile advertisers can sell through The Cleveland Plain dealer—ALONE—and there are MORE Plain Dealer readers NOW than ever before—

Over 40,000 MORE Sunday circulation than any other Newspaper in this market!

Automobile Show Issue,
Sunday, January 23

forms close January 18th

Plain Dealer

—ONE medium ALONE—One Cost Will sell it

KELLY
Chicago
Detroit

J. BIDWELL CO.
Times Building
Los Angeles

R. J. BIDWELL CO.
742 Market Street
San Francisco, Cal.

an extra 5 per cent discount. He in turn immediately passes this on to the retailer. The bar goods craze with its free deals and extravagant advertising is tearing down all the constructive work that has been done in twenty years."

A Missouri manufacturer replying to an inquiry about conditions in his territory says: "We are constantly having retailers write us that they are going into the jobbing business. Other manufacturers, we know, run into the same thing. Too often they start retailers in business in places where there is no real need for a jobber.

"The jobber is hard put because his competitors are trying to see how cheap they can sell goods. They are getting up free deals and extra discounts on their own hook. Fear of the other fellow prompts a great many foolish things, among them an unwillingness to look closely at the cost of the items he sells compared with what he gets for them. The best solution I know of is for jobbers and manufacturers to get together informally at least every month just to talk things over. I believe most manufacturers would be glad to get away from the free goods evil. The only reason most of them continue it is because the other fellow does it."

Indifference on the part of both manufacturers and jobbers to the matter of gross margins is an outstanding menace to the candy industry, one of the leading New England manufacturers says.

Tobacco jobbers, wholesale grocers and wholesale druggists are entering the field of candy bars more and more. This development is making it all the harder for the candy jobber, especially the smaller one, to get the necessary profit out of his business. For these new competitors have other lines to help absorb their overhead and can therefore operate on a smaller margin. They are helping to make it harder for the jobber to maintain his credit standing.

Bruhnke & Silver in their ad-

vertising are asking jobbers who find themselves in a corner to look for help from their manufacturer creditors instead of trying to hide their condition. "The manufacturers whom we represent in collection matters will work with a jobber to solve his troubles, if he is deserving of support," explains Mr. Silver. "Probably we will not see any surprising advertising results at first. We are not expecting any. But as our advertisements continue to appear and as the points we are making are repeated we will get an understanding of what we are doing. Right now we are emphasizing three points. These are:

1. If a jobber is in financial trouble, the first thing for him to do is to answer all letters promptly. The ignoring of letters sent him prompts suspicion on the part of the sender. Usually co-operation is waiting for the jobber who frankly states his condition.
2. Don't play favorites in making payments. Pay each creditor in proportion to the amount owed rather than one creditor the full amount of indebtedness and none to another. Placate as many creditors as possible.
3. If you are in financial difficulties sit down and write the creditor fully. Tell him the situation, for he is a source of help. Often he can and will furnish a remedy.

"We are asking our clients to give us their personal views on the kind of copy we should use. We want their interest in this advertising. If we can get their help, they will begin to realize the seriousness of this jobber situation."

Tightening up on credit will help to solve the jobber problem in the candy industry, by eliminating many a small jobber from the business. If the jobber would listen to reason, he would change his tactics or find another field for his activities. On the other hand if more of the manufacturers now overbidding for distribution would listen to reason and rely on clean salesmanship and money-worth value in their merchandise plus good advertising, they would find the jobbing problem would be far easier of solution.

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Merry Christmas

IT COMES BUT ONCE A
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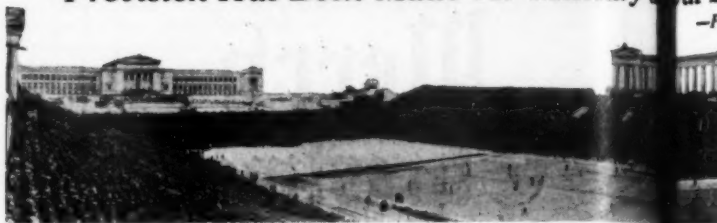
ING-RICH SIGNS

*Fadeless Publicity
in Everlasting Porcelain*

Send for Catalog

INGRAM-RICHARDSON MFG. CO.
BEAVER FALLS PA.

"Provision Has Been Made for Military and Naval Service"



110,000 civilians and Service personnel

EVERY Man in Uniform Among Them and "His" of and Susceptible to Advertising in the Army and Navy Journal

Coverage

The Army and Navy Journal goes to every State in the Union, the American possessions and many foreign countries as well as to Naval, Coast Guard and Marine bases, and U. S. Navy vessels. It is read by more than 200,000 persons each week, and is a member of the A.B.C.



Character

"The Army and Navy Journal is doubtless the all-around best and most reliable paper of its class, and may almost be taken to be an official organ."—*Printers' Ink*, April 4, 1900.



Reader Confidence

Col. James J. Hornbrook, U. S. A. wrote "Inclosed is my check for subscription renewal for one year. This is my 37th year of uninterrupted subscription, so you may know that the Journal is an institution in my family."

JOHN CALLAN O'LAUGHLIN
President and Publisher

LOUIS A. MACMAHON
Director of Advertising

R. W. COOKE
415 Lexington Ave., New York City
Murray Hill 4294

DOWN through the decades—since the Battle of Gettysburg—the Army and Navy Journal has been an "Absolutely Essential" part of the life and equipment of the commissioned and enlisted personnel of all the Services. It represents to them what *Printers' Ink* represents to advertisers.

The military and naval-minded men today constituting the American Defense—all readers of the Army and Navy Journal—are equivalent to the population of a first class American city. They and their families represent a buying power of hundreds of millions of dollars annually. They have to supply every human need; they are discriminating in their tastes; they are "brand-conscious," and they can afford the best.

You can take a chance on reaching them through other national mediums, BUT—you can be "Darn well sure," as the Marines say, by advertising in the publication which "they have to read."

In the Army and Navy there are several hundred retail outlets (post exchanges and ship stores) which are miniature department stores. They do an annual business of more than \$10,000,000 a year. The Army and Navy Journal is prepared to give these re-

Why Not Make Inquiry Today as to the

ary of **Strength of More Than 610,000 Men"** **—PRESIDENT COOLIDGE IN HIS MESSAGE TO CONGRESS**



service people the Army and Navy game

"His Country and His Sisters and His Aunts" Is a Weekly Reader
Army and Navy Journal—"Spokesman of the Services Since 1863."

FOR exactly 3,309 weeks the Army and Navy Journal has been an eagerly-awaited and welcomed visitor to the homes, headquarters, offices, clubs, libraries, and barracks of America's fighting men on land and sea. For a similar period the Journal has influenced their merchandise preferences and money-spending decisions, because they prize the publication of advertising in the Journal as an endorsement of the proffered product or service by the Journal.

The Journal consistently has the Journal produced cash-register results for its advertisers that many of them have used its columns for fifty consecutive years or more. They are reaping a harvest from this broad, fertile field, and set aside part of their appropriation to cover it.

The average salary of our readers in the Regular Army and Navy, Marine Corps, Coast Guard, National Guard Reserves, and on the retired lists, is \$5,500 a year, guaranteed by the U. S. Government. They and their families form a highly intelligent, quickly-responsive and most desirable clientele.

several effective merchandising cooperation, or help in finding a contributor for production. These are not now on sale at these retail outlets.

ARMY

Gazette of the Land,
Sea and Air



JOURNAL

Lenox Building, 1523 L Street Northwest
Washington, D. C.

NAVY

Spokesman of the
Services Since 1863

Acceptance

Cel. Charles R. Clark, U. S. A. wrote "The appearance of this advertisement in the Army and Navy Journal attracts me to the proposition more than if I had seen it in the New York Daily."



Response

Major General R. H. Tyndall, Indiana National Guard, wrote "I spent \$500 in response to advertisements in the Army and Navy Journal. I cut the advertisements out and carried them in my pocket so as to be sure I would find the correct addresses of the advertisers."



Advertiser's Satisfaction

The Pepsi-Cola Co. Advertising Manager wrote "The first few ads that we ran in the Army and Navy Journal created a very unusual demand and necessitated our easing up on the advertising. Conditions have now improved so that we will be able to go ahead with a more extensive campaign."

the Story of Your Advertising for the Journal?

The wishes of friends help a lot to make the New Year happier. But after all it will largely be as happy as we make it ourselves. Advertising will pay according to the thinking put into it and the froth left out. Happy New Year.

**Arnold
Joerns
Company**
— *Advertising* —

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Why the British Buy-at-Home Campaign Appears Doomed to Fail

The Indications Are That the Campaign Has Not Been Successful So Far and That American Exporters Have Nothing to Fear

Washington Bureau
of PRINTERS' INK

THE strenuous campaign of the British Government to stimulate business by encouraging its people to buy British-made goods has aroused a great deal of curiosity and not a little resentment among American exporters. During the last few months, many letters of inquiry concerning the subject have reached the various offices of the Department of Commerce. These letters are said to express more or less anxiety regarding the fact that the Empire Marketing Board has been voted several millions of pounds sterling, with a half million pounds in hand, for the purpose of advertising British-made goods to the exclusion of all others.

The initial advertising, which appeared several weeks ago, seems to justify anxiety on the part of American firms, for it carries the request: "All you are asked to do, when you are satisfied with the quality offered and the price asked, is to choose goods produced at home or within the Overseas Empire in deliberate preference to goods of foreign origin." This appears to be a direct attempt by the British Government to encourage discrimination against goods made in the United States. It has been so accepted, at least, by many of our manufacturers.

An authority who is amply qualified to furnish the answers is Charles E. Lyon, American Trade Commissioner to London, who is now in Washington on leave. For three and a half years, up until about five weeks ago, he has studied conditions in England, and during a recent interview he discussed this campaign. From Mr. Lyon and others, the following information was secured:

The national movement is not having the response that the British Government hoped for, although it is undoubtedly a sincere effort to right an unfavorable situation. The Wembley Fair, which was an early feature of the campaign, was a dismal failure. The more recent fashion show in London was even a worse failure, and while the Ideal Home Exhibition was rather successful, it should be noted that it was conducted by the *London Daily Mail* and not by the government. Efforts to set aside certain periods, such as film week and shopping week, were not productive in special patronage.

Now the campaign is being conducted more fundamentally. It is apparent that the Empire Marketing Board has learned that the public cannot be herded into the buying of British-made goods, and it has adopted advertising as a means of leading, rather than driving, the public. But there are indications that the entire proposition is economically unsound because of the established industrial and marketing conditions of the many parts of the British Empire.

WORLD WAR AND DEBT SETTLEMENT THE CAUSE

The campaign is a direct result of loss of trade after the World War. The government realized that the business depression in England was due, in part, to a turning away from home, to other markets by many of the countries constituting the Empire. There was a trend toward direct trading. For instance, Dominion merchants were beginning to deal directly in shipments to foreign ports, and the same economical method gave indications of wider adoption, tending, to some extent, to the

buying of import goods through London agents.

Not only were English industries depressed, but aggressive attempts were being made by foreign manufacturers to invade the British home markets. Therefore, the British Government felt that a campaign was necessary and that it must have the twofold purpose of increasing the home buying of home products and offering a barrier to the selling activities of foreign manufacturers.

The campaign got under way in September, 1925, but it was not until recently that general advertising was used. From the first, the action of the government has indicated that the officials of the Empire Marketing Board realized that the policy is charged with grave faults and fallacies, but that they felt the necessity of doing something to relieve conditions.

DIFFICULT TO DEFINE SIMON-PURE BRITISH GOODS

Serious defects in the campaign are apparently manifold, and they have resulted in a great deal of confusion. So far as production is concerned, goods that are really British never have been satisfactorily defined. For example, many products are manufactured in Canada, and shipped to England and other British countries, sometimes for assembling or further manufacture. The question is: Are these truly British products?

The question never has been answered. There are a number of large American and other foreign plants in British countries; they employ British subjects and pay taxes to the British crown, and their status in the campaign is something of a mystery. Then, there are a great many semi-finished goods bought abroad and assembled in Great Britain, and a large number of exclusively British firms must import foreign raw products.

But even when the goods were solely of British manufacture, it was found that it was frequently difficult to identify them adequately when sold in competition with foreign goods. Therefore, the

government passed the Merchandise Marks Act, requiring all foreign-made articles to be identified with a mark indicating the country of origin. This law promised to be a basic factor of the campaign, in spite of the fact that such identification might actually increase the sale of particular foreign products. For instance, in England certain specialized leather goods made in Germany have an excellent reputation for quality, and that portion of the public which did not believe in the soundness of the campaign did not hesitate to buy such foreign goods when it needed them for special purposes. Another defect of the campaign was that it encouraged over-production. Manufacturers in numerous lines prepared for an increased demand which might never develop.

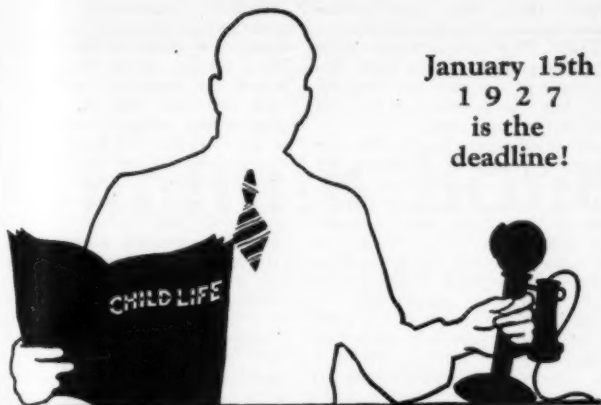
One of the most serious setbacks to the campaign was the coal strike. It was called soon after the campaign got well under way, and then, although the people were being urged to buy British goods, the most "British" product of all, coal, had to be bought from foreigners.

IMPORTERS OBJECTED

In distribution, the first resistance to the campaign came from British importers of foreign goods. There is no doubt that they were hurt by the first impetus of the campaign which impelled retailers to stock up on British goods at the expense of the usual imported products.

The next blow was in the form of possible retaliation by non-British manufacturers and by other governments. Early in the campaign considerable publicity was given to the fact that other than British-made typewriters were being purchased by the various government departments and organizations. Then again, foreign governments began to adopt the idea.

This latter reaction produced some concern among British shipping officials, for they realized that a general development of the idea among foreign countries would reduce non-British cargoes in British



Mr. Space Buyer

You'll save some client money—

By contracting for space in *Child Life* now, before a new rate becomes effective Jan. 15, 1927.

A twelve months' rapid gain of 32.2% in circulation more than justifies a 20% rate increase. The new rate—only \$4.58 per page per thousand circulation—is a remarkable value for the selected, quality market that *Child Life* offers.

Right now you can secure this 100% family circulation for only \$3.82 per page per thousand! All Class-A families, with children—more than 500,000 people monthly!

Look at the advertising in the current issue and you'll realize the definite possibilities for whatever of your products family people buy.

Take advantage of the present unusually low rate. There's no finer quality-market buy in the entire magazine field.

CHILD LIFE

Rand McNally & Company—Publishers
Chicago

ships. Then, there was a tendency among foreign advertisers to cancel their contracts and withhold campaigns, which hurt the advertising agencies in England and thus the number of protests was further increased.

All middlemen, practically, are disturbed regarding contracts for both domestic and foreign goods, for the British middleman usually buys at least three months ahead and throughout the campaign he has been at a loss to know how and where to order. Agents on a quota basis were particularly injured because most of them were under contract to sell stipulated quantities. For instance, automobile agents, with few exceptions, had agreed to take so many automobiles a year from the manufacturer.

In the retail field, the campaign disarranged buying schedules, and affected retailers to such an extent that retail distribution was disturbed. For many imported goods the British retailer must place his orders months ahead. He did not know to what extent the campaign would reduce the demand for imports, neither did he have any means of knowing how much the demand for domestic goods would be increased. Therefore, he played safe, as a general rule, and the campaign is undoubtedly responsible for introducing hand-to-mouth buying.

In many lines British goods were found to be inadequate to meet the demand. Dried fruits furnish an excellent example of this reaction. The people were appealed to, to buy nothing but Australian dried fruit; but the entire crop does not begin to meet the British demand. This was particularly confusing to both retailers and the public, for they had no way of telling when to stop asking for Australian dried fruits because the crop was exhausted, and when to accept California fruits for the same reason. Then, in many instances, the campaign created an unexpected demand at an unforeseen time, and the retailer was embarrassed when this demand could not be supplied.

Dealers complained that the government's effort to create a demand for British goods might leave foreign goods, bought long before the campaign started, unsold on their shelves. Also, a great many retailers were unable to cancel orders for foreign goods, placed long before they knew of the campaign, and they were inclined to resist the influence.

In only one instance has the campaign resulted in unfair discrimination. As a rule, there has been no knocking; but certain interests did adopt imprudent tactics in selling apples. They circulated a rumor that American apples were unfit for consumption because they had been sprayed with arsenic. This was a boomerang, however, and it had the effect of wiping out temporarily the demand for all apples because the public could not identify the apples which had thus been sprayed.

In the retail field, the main point against the entire campaign was particularly evident. British retailers have been trained for hundreds of years in the hard school of competition and have learned the economic law of buying in the cheapest, and selling in the most profitable, market. It was difficult for them to understand why patriotism should cause them to break an age-old rule of good business.

CONSUMERS OBJECTED

The reaction of the buying public was no more encouraging than that of distributors, middlemen, agents and retailers. While, at first, there was considerable enthusiasm, the public soon detected the tendency of prices on home goods to increase with the stimulated demand. This often resulted in unfortunate comparisons which retailers found disconcerting. In some lines, consumers frankly admitted that they thought the quality of foreign articles better. Then, as the campaign progressed, prices of many foreign lines were forced down, and a demand for them was created which could not be resisted.

During the last year, the depre-



Chieftain Bond


INFINITE VARIETY—the spice of life—that is what Chieftain's fourteen unusual shades offer to the advertiser and printer who knows how to use *color appeal* to catch the prospect's eye. Variety, yes, but all made to that uniform standard of excellence that has made Chieftain Bond a leader in its class. Its wide acceptance by keen advertisers is its best recommendation. Try it.

"Note the Tear and Wear as well as the Test"

NEENAH PAPER COMPANY

Makers of
SUCCEED BOND
OLD COUNCIL TREE BOND
CHIEFTAIN BOND
NEENAH BOND

Neenah, Wisconsin

Check the  Names

WISDOM BOND
GLACIER BOND
STONEWALL LINEN LEDGER
RESOLUTE LEDGER
PRESTIGE LEDGER

Write for complete free sample outfit, including full sheets of Neenah bonds and ledgers for testing purposes



STARTING from scratch in 1867 —Manz today looms as the largest complete creative-printing establishment of its kind in existence. Wouldn't that seem to indicate that our customers get what they want in the way of Quality, Value and Service?

Without stepping outside our doors we manufacture everything required for the complete printed job—Ideas—Copy—Art—Photography—Engravings—Electrotypes—Typography—Inks—Printing and Binding.

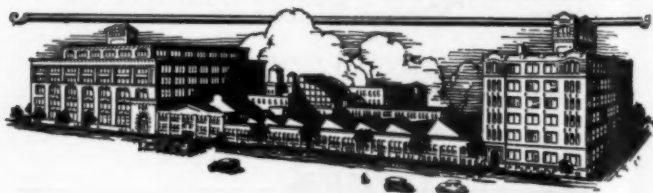


Any Size Job is a Manz Size Job



MANZ CORPORATION

4001-4053 RAVENSWOOD AVENUE CHICAGO



ciation of French and Belgian currency has had a very discouraging and depressing effect on the campaign. For example, 750,000 people left England, in the last year, to visit points on the continent, and it is said that all of them brought something which they brought back to England. The increased purchasing power of British money in France and Belgium, due to the depreciated exchange, evidently was a temptation to buy that could not be resisted.

Still another discouraging factor, so far as the public is concerned, was furnished by several leaders of the campaign who did not set a good example. For instance, at the British motor show, several well-known and expensive American cars bore placards notifying the public that they had been sold to prominent advocates of "Buy British Goods."

The Wembley show furnished an incident also that was resented by the public. The government awarded a large firm of British paper makers a certificate of merit, and when it was found that the certificate was printed on paper made in the United States, the management justified its action by reporting that, quality for quality, the paper used was cheaper than any other it could buy. Then the public found that an American firm had secured the contract to furnish safety razors to the British Army. The razors were made by Gillette, and although they were made in England a large part of the money which purchased them eventually went to Boston. A large part of the British public, when charged with buying foreign goods, replied that they were merely following the government's example.

The American attitude in London is significant. There are approximately 4,000 agents of American manufacturers in London, and their policy since the inception of the campaign has been to "lay low." They have not countered, nor has there been any attempt on their part to place any obstacle in the way of the government's ac-

tivities. They merely delayed their advertising campaigns, adjusted their selling plans, and are waiting for the campaign to die a natural death.

In summing up the subject, Mr. Lyon said that the several violations of economic law would probably make the campaign ultimately ineffectual. "Of course," he added, "it put on the brakes and slowed down the selling of imported goods in Great Britain, but, fortunately, American merchandising men in England anticipated the economic factors of the campaign. The buying of American goods may have been temporarily affected, but I do not believe that the present advertising campaign will have any lasting effect in reducing business."

Unfortunately for the British, the campaign has been beset with hard luck since it was started. However, the results to date have established beyond dispute the fact that the British Empire, with all of the diverse demands of its population, cannot control the character of the purchases of its people. Apparently, those in back of the campaign will have to accept the fact that in the long run, the fundamental laws of economics must prevail.

Chippewa Falls "Herald" and "Telegram" Merge

The Chippewa Falls, Wis., *Telegram* and *Herald* have been consolidated and will be known as the *Herald-Telegram*. The new officers of the *Herald-Telegram* Publishing Company are: President, W. H. Gharrity; vice-president, Clough Gates; secretary, Victor G. Fowler, and treasurer, Morgan Murphy. Mr. Fowler, in addition, is advertising manager. George E. Dee is manager of the job printing department.

Hamilton-DeLisser, Inc., publishers' representative, will act as national advertising representative.

W. R. Tracy, Sales Manager, Oakland Motor Car

W. R. Tracy, assistant director of sales of the Oakland Motor Car Company, Pontiac, Mich., has been appointed general sales manager. He succeeds C. W. Matheson, who resigned recently as vice-president and director of sales. Mr. Tracy has been with the Oakland organization for eleven years.

The Importance of House Magazine Titles

FRED B. ESTABROOK COMPANY

BOSTON, MASS.

Editor of PRINTERS' INK:

One of our clients contemplates the use of the name "Log Book" for his house organ and wishes to inquire if there are any other sales magazines now being issued under this name.

Any information you can give us in regard to this will be much appreciated.

FRED B. ESTABROOK COMPANY

F. B. ESTABROOK.

HEWES & POTTER

BOSTON, MASS.

Editor of PRINTERS' INK:

I notice that a number of concerns are registering their house organs and salesman's magazine titles and alogans with you.

I am enclosing a copy of our salesman's weekly bulletin, "Bull-Dog Bark," which you may add to this list.

HEWES & POTTER

J. K. MACNEILL,
Sales Manager.

APOLLO METAL WORKS

LA SALLE, ILL.

Editor of PRINTERS' INK:

We are enclosing a copy of our "Nudge," which we publish for jobbers' salesmen. Will you be good enough to register this title? We think rather well of it and prefer to be the exclusive users of the word "Nudge"—as applied to salesmen—just as long as possible.

APOLLO METAL WORKS.

THE FULTON COMPANY

MILWAUKEE, WIS.

Editor of PRINTERS' INK:

Will you kindly tell us if the name "Successful Selling" is registered in your house organ list, and if so, whether or not it is being used by anyone in the automotive field?

THE FULTON COMPANY

W. L. MCCRODY,
Advertising Manager.

CRYSTAL GELATINE COMPANY

BOSTON, MASS.

Editor of PRINTERS' INK:

We wish to register the name of our monthly magazine—"Crystal Lines."

Thanking you to give this your attention.

CRYSTAL GELATINE COMPANY.

ONE of the prime factors that should be considered when the plans for a new house magazine are being talked about is the title. Too frequently this is disposed of quickly by giving the publication a commonplace name and letting it go at that.

By running over the titles that have been registered in the PRINT-

ERS' INK house magazine title file one can see that not very much time or consideration is given to christening these publications. One can read away down the list before the eye is attracted to an unusual name. Among the commonplace titles will be found such names as: "Bulletin," "News Letter," "Messenger," "Courier," etc.

An organization that contemplates publishing a house organ may follow a number of plans that will enable it to decide on a distinctive title. A great many house magazine titles are made up partly of the firm name. "The Aetna-izer," Aetna Life Insurance Company, "Pullman News," Pullman Coach Company, are examples.

Other house magazine titles are descriptive of the business of the firms issuing them, or of the products manufactured. The Alabastine Company house magazine is called "Brush and Pail." The makers of Walk-Over shoes, the George E. Keith Company publish "Walk-Over Shoe Prints." "Cheese-Kraft" is issued by the J. L. Kraft & Brothers Company.

There is still another group of house magazine titles that are distinctive. Usually the title has some indirect association with the concern or the merchandise. Here are three cases in point—"Furrow," John Deere Plow Company; "The Burning Question," General Cigar Company, and "The Lamp," The Standard Oil Company.

PRINTERS' INK, with its record of approximately 2,500 house magazine titles, is glad to answer questions pertaining to the originality of house magazine titles. It is a service that we are glad to render in as much as it has helped prevent duplication of house magazine names.—[Ed. PRINTERS' INK.]

Will Direct New England Advertising of S. W. Straus

S. W. Straus & Company, Inc., New York, investment bonds, has appointed the Boston office of Doremus & Company, advertising agency, to direct its New England advertising account. Albert Frank & Company, New York advertising agency, will continue to handle the Straus account outside of New England. Magazines and newspapers are being used.

And they were "on their way out"

NO doubt about it, they were "on their way out." The very bottom had fallen from their business. Their production costs could not follow the market down to meet new price levels and still leave a living margin.

Yet here was a fortune in factory and equipment. Here was an efficient organization, built up laboriously through more than fifty years. They simply could not scrap the labor of two generations!

And they did not.

Instead, they improved it. And with this improved organization they built a better product at a higher price. Faster than the old business went out at the back door, new business, carrying with it a handsome profit, came in at the front door.

That was only five years ago. But today this factory is doing a bigger business than ever before and at the best profit in its history.

A typical story taken from the experience book of our clients.

THE PROCTER & COLLIER CO.

For 32 years builders of business for advertising clients

**MCMILLAN ST. AT READING ROAD, CINCINNATI
25 EAST 26TH ST., NEW YORK**

Member A. B. C., A. A. A. A., and Outdoor Bureau

Trade-Mark Registrations Decreasing

Washington Bureau
of PRINTERS' INK

THE business conducted by the Trade-Mark Division of the Patent Office has shown a slight decrease, according to the annual report of the Commissioner of Patents. During the fiscal year of 1925, 14,542 trade-marks were registered by the division, while in 1926 the total was 14,236. The report also shows that 1924 was the banner year in the history of the division, for during that year 16,203 trade-marks were registered.

Labels registered during 1926 numbered 1,676, which is slightly more than the average for the last four years, while the registration of prints, with a total of 868, showed an increase of 253 above the total for the previous year.

The earnings from the registration of trade-marks amounted to \$216,860, while the registration of labels and prints brought in \$15,264. During the year, also, the Patent Office received \$928 for recording articles of incorporation, and \$450 for the registration of international trade-marks.

As a whole, the report shows the necessity of a more complete division between the business of granting patents and that of registering trade-marks. Some of the items include both patents and trade-marks, and the result is confusing, to say the least. For instance, in listing interferences declared, *inter partes* cases disposed of before final hearing, other *inter partes* cases, appeals in interference cases, and appeals to the Court of Appeals of the District of Columbia, the number of trade-mark cases are given in parentheses. Certainly the business of registering trade-marks is important enough to deserve separate treatment. In regard to the business handled, the report has this to say:

"As to the volume of business, the office received during the year 85,279 applications for patents, re-

issues and designs; 17,360 trade-mark applications and 4,479 applications for renewal of trade-mark registrations; 2,912 label and print applications; 221,511 amendments to patent applications; 7,658 amendments to design applications, and 23,650 amendments to trade-mark, label, and print applications."

Educational Campaign to Start on Fish and Seafood

A national advertising campaign to acquaint the American housewife with 250 different kinds of food fishes, as well as a large variety of shellfish, will be started by the United States Fisheries Association, Inc., New York, the first of the year.

Since the average cook knows the characteristic qualities of only a few fishes and seafoods and does most of her buying on Friday, the Association will show the wisdom of placing fish on the menu more frequently. A recipe book on fish and seafood for cooks and housewives is now being prepared by the Association.

The advertising is being handled by the New York office of the Lyndon & Hanford Company, advertising agency.

Chain Belt Appoints A. R. Abelt Advertising Manager

A. R. Abelt, manager of chain sales, has been appointed advertising manager of the Chain Belt Company, Milwaukee, Wis. He succeeds W. H. Brandt, who has been advanced to the position of assistant secretary.

R. A. Shilbauer is assistant advertising manager.

Joins "Children, The Magazine for Parents"

Miss Constance Eldridge, formerly with The Corman Company, Inc., New York advertising agency, has joined the Eastern advertising sales staff of *Children, The Magazine for Parents*, New York.

Filbert Growers Form Co-operative

Filbert growers in and about Winlock, Wash., have formed an organization for the purpose of developing co-operative measures that will aid in the marketing of their produce. J. M. Prechel, of Winlock, is president.

James T. Downey Dead

James T. Downey, president of the Chicago Elevated Advertising Company, vice-president of Barron G. Collier, Inc., and an official of other advertising concerns, died at Chicago on December 9. He was fifty-three years old.

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The SEAL for CANS

Seals and Reseals Perfectly
Can't Jar Loose
Easy to Open Without a Tool

KORK-N-SEAL Nozzle pours smooth, steady stream.
No afterdrip to collect dust and grit.
No special spout or funnel necessary.
**ECONOMICAL - ATTRACTIVE - CON-
VENIENT—and, SO SAFE**

Williams Sealing Corporation
Decatur, Illinois

Williams
KORK-N-SEAL
THE CAP WITH THE LITTLE LEVER

Labels on cans include: MARATHON MOTOR OIL, SUPREME AUTO OIL, CONOCO MOTOR OIL, CONOCO TRANSMISSION OIL, HAVOLINE, HYVIS Motor Oil, MERCURINE OIL, PENNZOIL, MARLAND MOTOR OIL, SULLIVAN OIL, MARGO MOTOR OIL, STANDARD MOTOR OIL, Canfield OIL, and PENNZOIL CRYSTAL LUBRICANT.

ANNOUNCEMENT *of* Consolidation

The Chippewa Telegram
and
Chippewa Daily Herald
of
Chippewa Falls, Wisconsin.

HAVE CONSOLIDATED

*To Be Known Hereafter
as the*

Chippewa Herald-Telegram

Net Paid Daily Circulation
(excluding duplication)

Over 5,000

Home Economics Association Organizes Business Section

IN the September issue of **PRINTERS' INK MONTHLY**, Winifred Stuart Gibbs, editor of *The American Food Journal*, told in terms of specific experiences the sales and advertising value of the home economics woman and traced the background and history of the home economics women in business. Her big point was that the woman trained in home economics work has a real sales and advertising value.

It has not been an easy task for the home economics women to gain a foothold in business. Prejudice against women in business stopped her. There was also the attitude of her associates. Even five years ago she was often considered a pariah by some of her professional associates. But today business accepts women.

And now the American Home Economics Association accepts and recognizes the commercial home economist. A special group organization within the association has been formed, called The Home Economics in Business Section. This section now has a membership of more than 200, serving forty-four different industries.

Mary I. Barber, director of home economics, Kellogg's Toasted Corn Flakes Co., is the section chairman; Ruth Watson, director, educational department, Royal Baking Powder Co., is secretary; Eleanor Ahern, director, home economics department, Procter & Gamble, is chairman of the membership committee.

There are territorial group divisions of this section, each being headed up by a local chairman. These are:

Greater New York, Ruth Rutledge, director, home economics dept., R. B. Davis Co., Hoboken, N. J.; Southern New York, Mrs. Frances Kline, extension field agent, education dept., Jell-o Co., LeRoy, N. Y.; Cleveland, Mrs. Florence LaGanke Harris, home economics editor, *Cleveland Plain Dealer*, Cleveland; Chicago, Mrs. Mary Reed Hartson, director, home service division, Jewel Tea Co., Inc., Chicago; Boston,



In England
the best
Advertising
always appears
in

Punch
— "The
Paper
that
is
England"

••

MARION JEAN LYON
Advertisement Manager, "PUNCH"
80, FLEET STREET
LONDON, E.C. 4, ENG.

Good Copy

can get more than
a hint from the old
Scotch professor
who wound up a
lecture on public
speaking with—

"Now my dear
laddies, when ye
ha' got anything
to say, get oop an'
say it;

An' when ye are
doon—quit."

**HAWLEY
ADVERTISING
COMPANY**
Inc.

**95 MADISON AVE.
NEW YORK CITY**

Alice Bradley, principal, Miss Farmer's School of Cookery, Boston; Twin Cities, Mary Bernice Bell, domestic science expert, Northern States Power Co., Minneapolis, Minn.; San Francisco, Mrs. Barbara Reid Robson, home economics director, Honig-Cooper Co., San Francisco, and Detroit, Dorothy Knight, home economics consultant, Highland Park, Mich.

S. E. Ackerman Leaves Franklin Automobile Company

S. E. Ackerman, for the last ten years general sales manager of the Franklin Automobile Company, Syracuse, N. Y., has left that position to organize a company to handle the distribution of the Franklin car in Central and Northern New York. He is president of this company, the Ackerman Motor Car Company, Inc., Syracuse. He joined the Franklin company in 1907.

Made Vice-President of George J. Kirkgasser Agency

Robert S. Ghiselin has resigned as assistant to the president in charge of sales of the Wayne Knitting Mills, to become vice-president of George J. Kirkgasser & Company, Chicago advertising agency. He was at one time executive in charge of sales and advertising of Morris & Company, packers, Chicago, and also division manager of food and bakery supplies for the Van Camp Products Company, Indianapolis.

New Accounts for Smith & Ferris Agency

The Gilmore Oil Company, Los Angeles, has appointed Smith & Ferris, Los Angeles advertising agency, to direct its advertising account.

The A. R. Maas Chemical Company, Los Angeles, maker of Klorol, Creslol, Maaspray and other chemical products, also has appointed the Smith & Ferris agency to direct its advertising account.

Motor Account for Detroit Agency

Fechheimer, Frank & Spedden, Inc., Detroit advertising agency, has been appointed advertising counsel for the Caille Motor Company Detroit, manufacturer of outboard motors.

Periodicals, business papers and direct-mail advertising will be used.

L. H. Wrede Joins Staff of William Green

L. H. Wrede has joined the sales staff of William Green, a Corporation, New York, direct-mail service. He has been with Frank Seaman, Inc., and Lord & Thomas and Logan as an account executive.

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covers that market. ~ ~ ~

ST. PAUL DISPATCH & PIONEER PRESS

O'MARA & ORMSBEE, Inc., New York,
Chicago - Detroit - San Francisco.

| | City Home Delivered | Total City. | Total Net Paid. |
|----------------------|------------------------|----------------|--------------------|
| Combined Daily | 96,518 | 104,559 | 162,797 |
| Sunday | 48,233 | 54,525 | 147,707 |



Enter a New Industrial Giant: Iceless Refrigeration

(Continued from page 6)

seen by those closer to it two years before. The public reaction, even with the small amount of advertising that had been done, was such that the quick triumph of the idea in the biggest possible way was seen to be inevitable. Preparations were made for unlimited expenditure in factory expansion and advertising.

In other words, General Motors got ready to hit hard—which it is now doing in its big advertising and manufacturing program.

But there were some other important things to do before the general advance could be started. The management—just as did Kelvinator, Copeland, Servel and some of the others—could see clearly that here was an extremely critical stage of the development, even though the product had been perfected and brought down to what might be called the popular level, and the market properly visualized.

Satisfactory distribution had been obtained, but it had to be made more nearly complete.

Also arrangements had to be made whereby every owner of a Frigidaire machine, either domestic or commercial, could get quick, inexpensive and satisfactory service for it.

Without these two essentials adequately provided for, a large portion of the advertising would necessarily be wasted—just as it has been in the case of more than one merchantable commodity which has started out with a bang, having complete success apparently just ahead, and then has fallen back because distribution and service were not complete.

The company was fortunate in that it had the Delco-Light selling organization as a starter for the distribution of Frigidaire. From these distributors and retailers it worked out to get others—department stores, hardware stores, house furnishing goods dealers and public utilities companies. Salesmen

had to be especially trained to do the selling that was required. A school was established in Dayton for the instruction of Delco men and others in the essentials of selling Frigidaire. The salesmen and candidates for sales positions were divided into two classes, one to sell domestic units and the other commercial. The domestic course of instruction covered one week and the commercial two weeks.

This school is in continuous operation. Through lectures and trips through the factory the men are given a general understanding of the mechanism and what it is designed to do. And then, of course, there is plenty of instruction as to the principles of modern salesmanship as applied specifically to this commodity.

The result has been that as the salesmen have been trained and sent out distribution has constantly broadened until now it is nationwide.

Similar tactics have been pursued in fitting men to extend service. In almost any town of 5,000 or more there is at least one man who has the general foundation upon which he can build himself as a Frigidaire service expert. Perhaps he is the Delco-Light representative or is connected with a local electrical supply house either as owner or employee. He is brought into Dayton and trained. The machine is simple and its workings can be easily grasped by a person who has a mechanical mind. Enough of these men have been taught so that today Frigidaire can offer expert service in every part of the country. As it is now, one man may have several adjacent towns or communities to service. As the project grows, the number of service men naturally will increase with the eventual result that there will be strictly local service.

With the completion of arrangements for distribution and service, with the extension of factory facilities and the huge advertising outlay projected for 1927, the General Motors management two months ago decided it would be best to separate Frigidaire from the Delco-Light Company. Ac-



A "FOOL PROOF" TOWN

INCREASING thousands of visitors have been hurrying through the historic town of Marietta, Ohio, without learning of its Revolutionary ancestry and its modern civic attributes.

Then the Kiwanis club undertook to provide artistic weatherproof signs and markers for all points of interest. Today Marietta is a "fool proof" town for visitors.

Seventy men were responsible for this activity.

Over 100,000 men in the 1600 Kiwanis clubs are engaged in similar civic work.

To make these active men your active customers let them read your message in the one publication that reaches them all.

The Kiwanis Magazine

164 W. Jackson Blvd.



Chicago, Illinois

Hevey & Durkee
15 West 44th Street
New York City

Member A. B. C.
Charles Reynolds
Advertising Manager

H. P. Swartwood
123 W. Madison Street
Chicago

WE BUILD

Jacksonville, Florida

'Way Ahead of 1925

All business records have been broken in Jacksonville, Florida, for the first ten months of 1926 compared with the first ten months of 1925. The figures which are matters of fact, not of opinion, tell their own story:

Bank Clearings

| | |
|------------------|--------------------|
| October 31, 1926 | \$1,296,483,745.25 |
| October 31, 1925 | 1,125,022,692.12 |
| Increase | 15.2% |

Postal Receipts

| | |
|-----------------------------|----------------|
| January thru October, 1926, | \$1,067,845.62 |
| January thru October, 1925, | 878,677.18 |
| Increase | 21.5% |

Building Construction

| | |
|-----------------------------|-----------------|
| January thru October, 1926, | \$18,188,350.00 |
| January thru October, 1925, | 10,011,116.00 |
| Increase | 81.6% |

Port of Jacksonville

Total Arrivals & Departures

| Sea Trade Only | | |
|-------------------------|-----------|---------|
| January Through October | | |
| Ships | Reg. | Net Ton |
| 1926 2,317 | 4,774,670 | |
| 1925 2,232 | 4,736,836 | |
| Increase 3.8% | .8% | |

Imports

| January Thru October | |
|----------------------|-----------------|
| 1926 | \$10,200,436.00 |
| 1925 | 7,934,345.00 |
| Increase | 28.5% |

Exports

| January Thru October | |
|----------------------|-----------------|
| 1926 | \$ 7,625,309.00 |
| 1925 | 10,191,445.00 |
| Loss | 25.1% |

Commercial progress for Jacksonville appears to be gathering momentum, indicating that all records will be broken during the coming winter season. Business statistics for the month of October, 1926, show a substantial gain over October, 1925 and a decided increase in bank clearings, October, 1926, over September, 1926, restores the bank business to the one hundred million dollar class. Building permits for October were again well above one million dollars.

The figures reproduced above are for a full ten months period of two different years, establishing a long enough record to insure progress in the future.

Jacksonville's location at the gateway of the Florida Peninsula just naturally produces a steady and increasing business activity in all channels.

The Jacksonville Evening Journal with over 25,000 A. B. C. Audited circulation, shows the highest record in its history. The local and national advertising lineage is also very heavy.

The size and importance of the market requires, and the prosperity justifies, the use of both a morning and an evening newspaper in Jacksonville for all national advertisers.

Jacksonville Journal

A. B. C. Member

Line Rate 9 cents Flat

Jacksonville, Florida

Representatives

E. KATZ SPECIAL ADVERTISING AGENCY

New York Chicago Detroit Kansas City Atlanta San Francisco

Accordingly a new company was organized to be known as the Frigidaire Corporation. Permanent officers and directors of the new organization will be practically the same as those of the Delco-Light Company. The latter will continue to manufacture and sell electric farm light and power plants and water pressure systems.

When one analyzes the foregoing from a merchandising standpoint, the spectacular rise of the electric refrigeration industry becomes less mysterious.

It will be plain also why electric refrigeration has developed into maturity in four years—why it is stepping forward so sensationally and with a minimum of guess-work, risk or experimentation.

It has done this big thing—has started out full grown, we might say—because it has assimilated and applied to itself the lessons learned by the automobile industry.

The automobile had to feel its way along, so to speak. It was only an experiment when placed on the market. It was imperfect. Nobody knew how to drive it. Service was unknown. The automobile makers had little more than a vision or an idea to sell.

Leading makers of mechanical refrigerators have been wise enough to see all this—smart enough to learn from the experiences of others without insisting on going through the agony all by themselves and proving each step through costly processes. Thus, what iceless refrigeration has done during the last four years would ordinarily take fifteen or twenty years. But it learned from the automobile. And thus we have mature, virile organizations, young in years but old in experience, going ahead with the assurance that usually is seen only after a company has been in business for a couple of decades.

There is another striking respect in which the electric refrigeration industry has applied to itself the lessons learned by automobile manufacturers during twenty years or more of costly experimentation. This is in the matter of size of production units. Everybody who is even casually

acquainted with merchandising trends knows what has happened, is even now developing, in the automobile trade. The inevitable and inexorable development is toward larger producing and selling units and the crowding out of the smaller. A few years ago centralization of this kind would have been looked upon as the work of unholy trusts. Now it is recognized for what it is, namely, an economic unfolding which cuts out waste in manufacture and selling and makes possible better automobiles for less money than ever have been offered up to now.

The leading organizations in the electric refrigeration industry, looking ahead ten or fifteen years hence, could see clearly that they would be operating in large units on account of economic considerations. Why wait, then? Why not start out big, instead of waiting to grow big through a series of evolutionary processes that they positively knew were coming anyway? Why not forget about present profits and even discount those of the near future, so that the big structure could be built right?

Here we see the fundamental reason for the principal companies starting out on such an ambitious basis.

The Frigidaire management makes no secret of its intention to dominate the industry right along—or at least to make every effort to that end. The other great concerns with large financial resources and also good products may be expected to keep it company. They will utilize the same economic principles that Frigidaire is using, because these principles work the same for all. Quality in electric refrigerators is going up and prices are coming down.

"We are definitely committed to a policy of increasingly larger production and lower prices," Mr. Biechler tells PRINTERS' INK. "A couple of months ago we made price reductions ranging from \$20 to \$90 on all our equipment. We did this in the way of passing along to our customers the savings we expect to make through volume production and selling during the coming year."



INC.

Don't accept "Hopper" Service.

Your outdoor advertising should not be handled as a side-line.

Personal Service

means that the exclusive posting solicitor gets the very best in Outdoor Advertising for each customer's product. There are only three concerns involved in the service we render; the customer, the posting plant owner and ourselves, not several unnecessary "pass alongs."

Our customers will prove to you that we get this service from all posting plants, no matter who owns them.

GEORGE ENOS THROOP

Incorporated

Outdoor Advertising Chicago

* The italicized words in the foregoing paragraph contain volumes of merchandising wisdom. They show why iceless refrigerators are soon going to be in general use.

Is the new device going to put the ice companies out of business? The answer is that fully 40 per cent of the people do not use ice even now. The ice companies will have plenty of room for business expansion for a long time to come. Some of the larger ice companies are selling electric refrigerators as well as ice! This is not so incongruous as it sounds. The wise merchandiser is going to have all the things in his line that his customers are ready to buy from him. The ice men are coming into the sales picture slowly but coming nevertheless.

Public utilities companies selling electrical power are finally waking up to the profit possibilities the new kind of refrigeration has for them. Power companies have found that when a family has an electric refrigerator it buys just about twice as much power. A commercial unit brings the power company about one and a half times as much revenue as a domestic installation. Central station companies naturally are good outlets for the sale of this merchandise and the manufacturers are cultivating them.

Is the future of mechanical refrigeration assured? Here is what Charles F. Kettering, the mechanical genius behind Frigidaire, says to PRINTERS' INK:

"Being an engineer, I am a dissatisfied individual. When I look about me I see so many things in our daily life that should be bettered that I feel sorry for all of us. I see great changes coming in the next ten years—and I suppose at the end of ten years I will be just as dissatisfied as I am now.

"Take electric refrigeration. Today we apply it to the cooling of household refrigerators, ice cream cabinets and commercial storage boxes. Tomorrow we will be cooling many other things—even residences and office buildings. There is almost no limit to what we may do.

"You say that sounds foolish.



*Richest in
Chocolate or Richest in Cream?*
Each Meets a Distinct Preference

Some prefer the full chocolate flavor—others a milder, creamier blend of chocolate.

To meet this variance in taste, The Peter Cailler Kohler Chocolate Co., Inc., the world's oldest manufacturer of milk chocolate, make the two different blends. Thus, a greater group of chocolate buyers are reached and satisfied. In the reading habits of industrial executives, you will find a similar difference in taste. Because of this, no one publication can reach all industrial executives.

Through two different types of editorial treatment and two widely divergent circulation methods, the industrial advertiser who employs INDUSTRIAL MANAGEMENT and INDUSTRY ILLUSTRATED obtains a far more complete coverage of the industrial market.

A certified audit shows only
3.3% duplication in circulation



The INDUSTRIAL GROUP
INDUSTRIAL MANAGEMENT - INDUSTRY ILLUSTRATED
381 Fourth Avenue, New York

We create what we
print and print what
we create: principal-
ly *books & booklets* to
picture a business, a
product or a service.



CURRIER & HARFORD
LTD · 468 FOURTH AVE., N. Y. C.



**CHAIN STORE
AGE**

93 Worth Street New York City

Do you remember a man by the name of Marco Polo who 650 years ago took a trip through China and on his return home wrote a book about what he saw? Marco Polo has gone down in history as the champion prevaricator of his age, not because of what he wrote but because of the ignorance of the people who read what he wrote.

"That is the way in electric refrigeration, the automobile industry, and all other growing industries. Far-seeing men tell us what to expect in the future and we laugh at them, not because of the untruth of their predictions but because of our ignorance as to actual possibilities."

CO-OPERATIVE CAMPAIGN ALSO

Mr. Kettering's picture of what will come seems all the more reasonable when we consider the broad-gauge way in which manufacturers are proceeding to intensify consumer acceptance for the commodity. Leading producers, including Copeland, Frigidaire, Kelvinator, Servel and General Electric, seemingly realize that whatever is good for the industry as a whole is good for the individual company. In addition to their own sizable advertising programs, therefore, these companies, acting through the Society for Electrical Development, with headquarters in New York, are carrying forward a complete general institutional advertising program. This is designed to sell mechanical refrigeration as such without reference to particular names or products.

R. H. Dunlap Returns to Miami, Fla., "News"

R. H. Dunlap, who resigned as advertising manager of the Miami, Fla., *News* to become business manager of the Daytona Beach, Fla., *Journal* has returned to the *News* as manager of its rotogravure department and plant.

George B. Hynson Dead

George B. Hynson, who conducted an advertising agency under his own name at Philadelphia, died recently at that city. He was sixty-four years old. At one time he was editor of the Wilmington, Del., *Journal*.

- 1—YOUR SALESMAN 2—YOUR DEALERS
3—YOUR CONSUMER



ADVERTISING'S ▲ TRIANGLE ▲

THIS IDEA isn't new. We're simply trying to impress you with the importance of an old idea by a new method. You know very well that three groups—*your salesmen—your dealers, and your public*—are factors interlocked in your selling campaigns. But it's easy to neglect one of these when you're working with the other two.

We don't. But that's because the manipulating of all three groups is our special vocation. We have had—and have, today—extraordinary facilities for learning the problems of each of them. We know their respective points of view. And our clients will tell you of our success in dealing with them. Let us show you how our methods can distribute your advertising effort with the maximum effect.

They call us specialists,
in everything that goes
into the modern home.



If your products fall in
this category, we can
help you sell them.

Only items that make a home

R. E. SANDMEYER & CO.

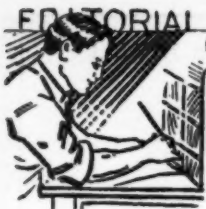
153 NO. MICHIGAN AVE. CHICAGO

ADVERTISING

SALES ANALYSIS

RESALE PLANS





Half and Half

THE writing and editing of *New England Homestead* is only half the job.

To be sure, it gives full value in editorial content, but more "feature copy" is written weekly and mailed in personal letters than could be printed in any single issue.

About one-half the time of the *Homestead* editors, from the chief down, is freely given in rendering a genuine and invaluable service to thousands of readers through personal correspondence. Simple farm questions and problems of most unusual nature are received and fully answered, with solutions offered; while subscribers' claims of every description from a few cents to hundreds of dollars are adjusted daily.

This is all in keeping with editor Glenn Sevey's slogan, "Give readers *Service* and the desired results are sure to follow as day follows night." The *Homestead* is truly an Open Forum, Question Box, and Better Business Bureau for New England farm families.

When making up the "list" bear in mind that a definite editorial policy with genuine reader-interest and loyalty are more valuable and essential than mere "farm coverage."



"More than a periodical, it's a Service—an Institution."

Phelps Publishing Company, Publishers, Springfield, Mass.

WARREN A. PRIEST, Advertising Manager

| | | | | |
|-------------------|--------------------|-----------------------|-----------------|---------------------|
| NEW YORK | CHICAGO | ST. LOUIS | MINNEAPOLIS | LOS ANGELES |
| 279 Madison Ave. | 123 W. Madison St. | Syndicate Trust Bldg. | Palace Building | 811 So. Coronado B. |
| E. R. Williams | J. C. Billingslea | A. D. McKinney | E. R. Ring | Lloyd B. Chappe |
| A. H. Billingslea | | | | |



Annual Report of the Postmaster- General

*Washington Bureau
of PRINTERS' INK*

THE recently published annual report of the Postmaster-General shows that the Post Office Department is decidedly against any general reduction of postal rates. However, Postmaster-General New throws out a few sops, to meet the insistent demand for a reduction, with the following items from a "number of important recommendations for improvement in the service":

"To restore the rate of postage of one cent each to private mailing or postcards.

"To provide for the acceptance without prepayment of postage of so-called business reply cards, the postage including the additional charge for the extra service to be collected on delivery of the cards.

"To reduce the postage rate on transient second-class matter."

These recommendations are embodied in proposed legislation now before Congress which has had the endorsement of the Post Office Department. It is evident that other legislation which may bring about any further reduction will be strenuously resisted by the Department.

The Postmaster-General, according to his report, finds that the increase in the postal business for the fiscal year, as measured by postal receipts, was 10.04 per cent. The actual expenditures, including those for increases in salaries, exceeded the revenues by \$19,972,379.42, and regarding this figure the report comments as follows:

"This cash deficiency is a decrease of \$19,772,647.87 under that for 1925, when it amounted to \$39,745,027.29. However, after adjustments, accounting for the amount paid on account of undischarged obligations carried over from previous fiscal years and the additions of contributions to the civil service retirement fund and for obligations for 1925 outstand-

EDITORIAL



ART & LAYOUT



PRINTING



MAILING



Quick action from receipt of copy to final delivery makes Arrow Press Service unusually valuable to the editors of the ten nationally prominent House Organs produced by us.

House Organs

Helpful copies of House Organs produced by us will be sent on request

ARROW PRESS, INC.
318-326 West 39th Street · New York

Canada Dry Ginger Ale

is a user of space in The Daily Herald — resulting in increasing sales and larger distribution of this drink in the prosperous resort section of South Mississippi.

The Mississippi Coast market is a big one; and it will pay you to investigate it and spend some effort there. The Daily Herald will help you sell your products or services. Invest your advertising dollars in its productive columns.

THE DAILY HERALD

Gulfport Mississippi Biloxi
GEO. W. WILKES' SONS, Publishers

Available January 2

Changes in the policy of one of our clients releases a highly competent advertising and sales promotion man. He is highly thought of by his present firm and they have asked us to assist in placing him where his unusual training and fifteen years of experience will have full scope.

He is a university, business and sales school graduate, has a good personality, and is well versed in periodical and direct mail advertising as well as dealer merchandising problems. He is also a competent writer of technical and institutional copy. We, as well as his present employer, can vouch for his ability along both creative and executive lines.

Please communicate with Mr. Mahoney of this office.

George Batten Company, Inc.
383 Madison Avenue, New York

P U N C H



"The Ace of Typography"

In the typographic sense, "Punch" means originality, individuality and the strength that makes your ads stand out head and shoulders above the multitude. "A-C" ads have "Punch".

Get in touch with 'A-C'

ADVERTISING-CRAFTSMEN
132 West 31st St., New York
PENNSYLVANIA 8789-8790

ing, the operating deficit becomes \$37,906,118.07. During the year there was paid out approximately \$65,000,000 on account of the increases in salaries due under the Act of 1925. If this had not become necessary the deficit would have been eliminated and we would have had a substantial surplus, even though no additional revenues had been derived from the operation of new postage rates."

The air mail service is shown to be developing rapidly. During the fiscal year, 2,411,059 miles of mail trips were scheduled and 2,256,137 miles were actually flown with mail by Government-owned planes. This shows a percentage of performance of 94 for the year. The service carried 353,641 pounds of mail, and the total excess postage revenue received was \$861,865.05, an increase of \$259,237.51 over the excess postage for the previous fiscal year. In the contract air mail service, although the first of the routes commenced operation on February 15, 1926, the mileage covered to the close of the fiscal year was 378,478.

The report states that the increase in second-class rates had no deterrent effect on the ever-increasing volume of such matter. "On the contrary, the total mailings of second class matter at the pound rates or free in the county of publication and the postage collected thereon greatly exceeded those of any previous year." The mailings of newspapers and periodicals as second-class matter at the pound rates of postage and free in the county of publication, weighed in the aggregate 1,493,235,888 pounds, an increase of 5.34 per cent over similar mailings for the previous year. The postage collected on the mailings at the pound rates amounted to \$31,983,209.83, which was an increase of 7.99 per cent over the postage collected during the previous year. "Of this increase, only \$560,870.01 resulted from the modifications of the postage rates on such mailings, while \$1,804,611.63 was due to the increased volume of second-class matter."

Another significant statement of

IT LEADS THE FIELD BY A LARGE MARGIN

The Paterson Press-Guardian

Now has an average net paid circulation
of

Over 19,000 per day

Rates will be increased on April 1st, 1927, when
A. B. C. and Government Statements are released.

THE GREATEST LOCAL COVERAGE EVER OBTAINED FOR THIS PER-
TILE MARKET AT THE CHEAPEST RATE PER THOUSAND CIRCULATION.

WM. B. BRYANT, Publisher

National Representatives:
G. LOGAN PAYNE COMPANY

New York

Boston

Atlanta

Chicago

St. Louis

LETTERHEADS OF DISTINCTION

LITHOGRAPHED LETTERHEADS

FOR \$1.25 PER THOUSAND COMPLETE

In 50M lots; 25M \$1.50; 12,500 \$1.75 on
our white 20lb. Paramount Bond. A Beautiful
Strong, Snappy Sheet. No smaller quantities.

ENVELOPES TO MATCH \$1.50 PER THOUSAND

Note-Heads, Bill-Heads and Statements
90c. PER THOUSAND IN 25,000 LOTS

GEORGE MORRISON CO.

556 WEST 22ND ST. NEW YORK CITY

TELEPHONE CHELSEA 1447-1448-1449

ESTABLISHED 1898 INCORPORATED 1905

BOOKLET OF ENGRAVINGS ON REQUEST.

If You Want More Circulation

besides more economical promotion, improved execution of old methods and effective new plans especially adapted to your publication, it will pay you to get in touch with a successful Circulation Manager who would be a highly profitable addition to your staff.

Address
Circulation Manager
Box 200, Printers' Ink

Idea & ART man

Capable of directing
ART & TYPOGRAPHY
for the best national
media.

WILL bring a trained understanding of ART as a selling force to an agency seeking to improve the business getting effectiveness of their campaigns. He is an EXPERT letterer and knows illustration in all practical techniques. Now with AAAA agency in N.Y. but will be available soon.

Age—thirty
three.



Address Box A-59
Printers' Ink

the report deals with free mailings under the penalty privilege. A test count was made and on it was based an estimate that 457,155,212 pieces of this free mail, weighing approximately 109,993,986 pounds, were carried during the fiscal year. According to the financial tables accompanying the report, if postage had been paid on this matter at ordinary rates it would have produced \$14,021,932 in revenue.

Although the business of the collect-on-delivery service shows a falling off, it appears to be highly profitable to the department. "There was a total of 51,102,513 domestic parcels sent collect-on-delivery during the year, a decrease of 1,259,646 parcels, or 2.41 per cent, compared with the preceding year. However, the total fees received, exclusive of postage, for domestic C. O. D. mail, amounted to \$6,439,360.32, an increase of \$877,611.45, or 15.78 per cent over the preceding year."

A law making firearms unmailable matter is recommended in the interest of the general public, and the report comments on the fact that several such bills have been introduced in Congress, but that legislation on the subject has not been enacted. The report also contains a number of tables presenting statistical data, most of which were submitted to the Congressional special committee. PRINTERS' INK published the most significant of these figures.

Harris Purchases Seybold and Premier & Potter

The Harris Automatic Press Company, Cleveland, has purchased the Seybold Machine Company, Dayton, Ohio, and the Premier & Potter Printing Press Company, Inc., New York. The companies have been consolidated as The Harris-Seybold-Potter Company. The individual policies of the companies will be continued, according to A. F. Harris, who will become vice-president and general manager of the consolidated company.

W. H. Braun to Leave Fallis, Inc.

W. H. Braun has resigned as vice-president and general manager of Fallis, Inc., Cincinnati, manufacturer of Peter Pan cosmetics. His resignation is to take effect December 31.

PERSISTENCY PAYS!

HIT or miss, haphazard advertising rarely pays. And if by chance it is read, it leaves no lasting impression. It is persistency that pays—constant, forceful appeal.

Persistency in advertising is like steady dripping of water on a rock. It leaves the impression that makes sales.

The Financial World is read carefully every week, fifty-two times a year by the financially able—an audience with tremendous purchasing power.

Thousands of executives are in that audience—men whose word is final in the spending of millions of dollars. Your message will be read by these men—and persistent presentation will assure results.

Advertisers in The Financial World renew their contracts at the rate of 95%. They get results. You can do likewise.

For further information address

The
FINANCIAL WORLD

America's Investment Weekly

53 PARK PLACE, NEW YORK CITY

Established 1902

Member A. B. C.

*Announcing*

THE FORMATION OF A NEW
ADVERTISING AGENCY

THE PAUL CORNELL COMPANY
INCORPORATED

Officers

PAUL LINCOLN CORNELL

NORMAN M. MARKWELL

ALFRED STANFORD

MORTON RALPH GOLDSMITH

28 WEST 44TH STREET, NEW YORK
MURRAY HILL 9181

The Sales Value of Slogans on Letterheads

Do Slogans and Other Descriptive Matter When Printed Across Bottom of a Letterhead Add Strength to Letter or Otherwise?

THE NATIONAL TRADE EXTENSION
BUREAU

Of The Plumbing & Heating Industries
Evansville, Ind.

Editor of PRINTERS' INK:

Up to this time I have never read any article dealing with the subject of the value of printing some slogan or saying at the bottom of letterheads.

Do you know of any article that deals with this subject? Some are of the opinion that they add strength to a letter, while many others think that slogans detract from the contents of the letter.

THE NATIONAL TRADE EXTENSION
BUREAU

WM. G. BERGNER,
Manager.

AFTER an examination of several hundred letterheads, we find that the answer to the major question in our correspondent's letter depends upon several interesting considerations. For example, a letterhead is ordinarily used for all correspondence purposes, from the mass circularizing of prospects to a personal introduction. A slogan like "Use Off'n'On Tire Chains—A Pyrene Product," printed at the bottom of a letter soliciting an order certainly would not detract from the letter and should be much more effective under the same circumstances, than such a statement as "Under no circumstance do we guarantee der-rick irons or machinery. Any parts proving defective will be replaced provided they are tested immediately after delivery and notice of defects given us promptly, but in no case do we assume responsibility for any delay or damage." This forty-four word paragraph actually appears across the lower portion of a manufacturer's letterhead. However, it occupies less space and is much less conspicuous than the slogan of the Pyrene company quoted above. Hence the question of whether a slogan or saying printed at the bottom of a letterhead adds strength to a message or detracts

from it is really subordinate to its use or treatment.

Of the letterheads observed, slightly more than half were entirely without printing across the bottom. It is quite likely that observation of other groups would show other results, such as letters from retailers, wholesalers, bankers, confectioners, florists, foundries, mills, associations and so on. The group observed were national advertisers, so it may be safely assumed that all of them are aware of the advertising advantage of making use of the lower portion of their letterheads and only half of the number believe it to be of sufficient value to actually make use of it.

Moreover, national advertisers have many departments—sales, order, credit, manufacturing, shipping, legal, purchasing, advertising, employment, dealer promotion, and others. The use of a slogan or saying on letterheads might be very appropriate in the case of some of these departments and quite the opposite in others.

FACTORY PICTURES

Many advertisers reproduce a picture of their factories on this bottom space, sometimes boldly, sometimes in tint; sometimes with a type-line or trade-mark, and sometimes without. One company shows its factory and the line, "World's Largest Manufacturers of Distinctive Infant Furniture." A favorite practice with many concerns in the industrial field is to reproduce a trade-mark and the line: "All agreements contingent upon accidents and delays, unavoidable or beyond our control. Prices and terms subject to change without notice."

Other slogans and type-lines observed are:

"36 Years Making Quality Products."

Aggressive Young Sales and Advertising Manager

Knows drug, grocery, industrial and department store fields. Has managed thirty men, secured substantial sales gains, built up new products from ground up, directed and written advertising that has made trade "sit up."

Can get a house organ or trade copy read, make direct mail pull like a pair of Moguls, and put enough energy back of a selling campaign to put it across, 'spite of Hades or high water.

28, married, employed—but up blind alley. Hence—will start at \$75 per, plus a bonus on definite sales increase. Let's talk. 'Phone MR. STAGG, Caledonia 9042.

A woman of ability—

THIS efficient advertising woman, just past thirty, can assist materially in the Production Department of an agency. She is accustomed to routine matters such as the purchase of space, printing, engravings, and typography. Added to this, she is a stenographer and a practical bookkeeper who knows the fundamental principles of cost accounting. At present employed in a near Eastern city, she is seeking a connection with a reliable agency. A most pleasing personality tops off her qualifications. Letters addressed "D," Box 204, Printers' Ink will reach her.

P.S. This advertisement is written by her present employers.

"Printing: The Mother of Progress."

"Yale Made is Yale Marked."

"A Company is Great Only as it Serves."

"1876—If It Bears a Red Lily It's Right—1926."

"Member of American Association of Advertising Agencies."

"Endorsed by the National Information Bureau."

"75 Million for Our 75th Year."

"The Recollection of QUALITY Remains Long After the PRICE Is Forgotten. E. C. Simmons. Trade-Mark Reg. in U. S. Pat. Off."

Our correspondent's question is a sales department question. Therefore, the question works its way back to whether the slogan is a good slogan. If it is a good slogan, i. e., if it is a sales-making or a prestige-building slogan, it should be effective, rather than the opposite, when placed on a letterhead. Doing this involves the design of the letterhead, which will determine where the slogan may be placed to the best advantage, at top or bottom, and how treated—size of lettering and general effect.

Turning the question wrong end to for a moment, it may be asked, how would it be possible for a slogan to detract from the contents of a letter? Of course, that will always depend upon the message and the particular slogan. A guiding principle in letterhead design is simplicity. If, therefore, the use of a slogan on a letterhead tends to confuse the reader, or is typographically or pictorially out of balance, it will very likely detract from the letter and therefore may well be omitted.

Some excellent slogans used across the lower part of letterheads, in addition to those already quoted, and conservatively handled so far as balance, size and color are concerned, are:

"Golden Anniversary Chocolates. Our crowning achievement in fifty years." (Chase Candy Company.)

"Seald-Sweet—Florida's Finest Oranges, Grape Fruit and Tangerines."

"We keep plants running." (M. B. Skinner Company.)

FRANK A. ARNOLD

Joins

NATIONAL BROADCASTING COMPANY

as Director of Development

Announcement is made of the appointment of Frank A. Arnold as Director of Development.

For the last nine years he has been an officer, director and stockholder of the Frank Seaman Advertising Agency, one of the largest organizations of its kind in New York City.

Mr. Arnold has also been one of the lecturers at the Harvard School of Business Administration for six successive years. He has travelled extensively in connection with business investigation and promotion work, making trade and business surveys in Europe, Cuba, Porto Rico and Mexico and also visiting nearly every state and territory of the United States.

Mr. Arnold has been the pioneer among the Advertising Agency Executives in making platform addresses on Radio Broadcasting and has had opportunity of obtaining first hand reactions from the field of unusual value.

Radio Broadcasting despite its rapid growth has facing it the need of careful and intensive study in order that its ultimate field may be soundly and constructively developed.

The Director of Development will be concerned not only with existing fields of activity and improved methods of operation as reflected by public opinion, but also in discovering new opportunities for the practical application of Radio based on personal reactions from representative groups.

M. H. AYLESWORTH, President

NATIONAL BROADCASTING COMPANY

New York City

Advertising Copy Writer

A Montreal Agency requires the services of a man with three or four years' copy-writing experience in an advertising agency in Canada. This is an opening for a man who has made an initial success in writing advertisements, who is ambitious to become just one thing—an outstanding copy writer, and who will value an association with men who already enjoy that distinction. There is no opening for a novice, however promising. In making application please give information regarding the following: past business connections, education, nationality, age, present salary. Send proofs of advertisements you have WRITTEN. These will be returned. Replies to this advertisement will be treated as confidential. Address "H," Box 207, Printers' Ink.

Wanted— a writer of unconventional advertising

It is no position for a novice—yet ABILITY is more important than a long string of names of previous connections.

He must have the personality to do the "contacting" on his accounts. The position is important enough to attract a man of parts. It is a "4A" agency about 4 hours from New York.

Specimens will be returned. Address "J," Box 208, Printers' Ink.

"Mueller Forges Brass."

"For your health's sake eat a little Kraut every day." (National Kraut Packers Association.)

"This letter signed with a Carter Fountain Pen."

In general, any slogan that is considered good enough to be featured in the customary forms of advertising, may be safely used on a letterhead.—[Ed. PRINTERS' INK,

Tire Account for Nelson Chesman Agency

The Salem Rubber Company, Philadelphia, automobile tires, has appointed the New York office of Nelson Chesman & Company, Inc., advertising agency, to direct its advertising account. Business-paper and direct-mail advertising are being used.

Monarch Studios, Inc., New York, commercial interior decorators, has also placed its advertising account with this agency. Newspapers and direct-mail will be used.

Hotel Account for Minne- apolis Agency

The advertising account of the Francis Drake Hotel, Minneapolis, has been placed with the W. Warren Anderson Advertising Agency, of that city. Newspaper and direct-mail advertising in the Northwest territory will be used.

Made Vice-President of Connoisseur Publications

A. P. Afanassieff, advertising manager of The Connoisseur Publications of America, Limited, New York, publishers of *The Connoisseur*, has been made vice-president. He will retain the duties of advertising manager of the American edition of *The Connoisseur*.

Joins American Stove Company

Miss Dorothy E. Shank has been appointed director of the research kitchen of the American Stove Company, at Cleveland. She has been with Teachers' College, Columbia University, New York, for the last three years.

Refrigerator Account to J. Walter Thompson

The Iron Mountain Manufacturing Company, Chicago, Zero Zone refrigerators, has appointed the J. Walter Thompson Company to direct its advertising account.

Ogden F. Crowson Dead

Ogden Finley Crowson, publisher of the Burlington, N. C., *Times and News*, died recently at the age of fifty-six.

Important Announcement

The following influential Westchester County daily newspapers will be represented nationally in the advertising field by this organization beginning January 1, 1927:

| | |
|----------------------|---------------------------|
| Mount Vernon (N. Y.) | <i>Daily Argus</i> |
| New Rochelle | " <i>Standard-Star</i> |
| Ossining | " <i>Citizen-Sentinel</i> |
| Port Chester | " <i>Daily Item</i> |
| Tarrytown | " <i>Daily News</i> |
| Yonkers | " <i>Statesman</i> |
| Mamaroneck | " <i>Daily Times</i> |

INGRAHAM-POWERS, INC.

PUBLISHERS' REPRESENTATIVES

New York

Chicago

Kansas City

Farmstead, Stock & Home

MINNEAPOLIS, MINN.

Dominant in Minnesota

**More than 106,000 Minnesota Farm Families
Subscribe for Farmstead, Stock & Home—
Over 160,000 Total Subscribers**

DURING the past few years Farmstead, Stock & Home has shown wonderful growth in every way—editorially, increased reader interest, circulation, advertising lineage. Development and progress have been constant and rapid.

Farmstead, Stock & Home's editorial program for 1927 will show definite progress along lines followed in the past, developed to meet existing conditions. Beginning with the issue of January 1, 1927, W. C. Allen, who has been managing editor for the past two years, will be the editor. Mr. Allen's long experience and success as an editor and publisher of farm papers is assurance that Farmstead, Stock & Home's editorial standards will be of the highest.

Circulation Guarantee

For 1927, Farmstead, Stock & Home guarantees an average net paid circulation in excess of 160,000.

W. C. ALLEN and A. B. FRIZZELL, Publishers
427 6th Ave. South, Minneapolis, Minn.

Advertising Representatives

E. KATZ SPECIAL ADVERTISING AGENCY

New York
Kansas City

Chicago
San Francisco

Detroit
Atlanta

FARM PAPER SUMMARY FOR NOVEMBER

COMMERCIAL ADVERTISING LINEAGE

(Exclusive of house, live stock and
classified advertising)

MONTHLIES

| | Lines |
|-----------------------------|--------|
| Country Gentleman | 69,538 |
| Successful Farming | 29,250 |
| Farm Journal | 25,006 |
| Farm & Fireside | 20,288 |
| Capper's Farmer | 18,052 |
| California Citrograph | 14,664 |
| Farm Life | 12,444 |
| Farm Mechanics | 9,758 |
| Field Illustrated | 9,486 |
| American Farming | 9,306 |
| American Fruit Grower | 6,797 |
| Pacific Homestead | 6,597 |
| Farmers' Home Journal | 3,975 |
| Better Fruit | 3,127 |
| Power Farming | 3,022 |

SEMI-MONTHLIES

| | Lines |
|--------------------------------|--------|
| Oklahoma Farmer-Stockman ... | 30,603 |
| Dakota Farmer | 30,162 |
| Farmstead, Stock & Home ... | 26,055 |
| Hoard's Dairyman | 25,503 |
| Missouri Ruralist | 23,401 |
| Southern Agriculturist | 22,869 |
| Montana Farmer | 21,398 |
| Southern Ruralist | 20,575 |
| Orange Judd Illinois Farmer .. | 17,328 |
| Southern Planter | 15,855 |
| Utah Farmer | 14,850 |
| Western Farm Life | 14,195 |
| Michigan Business Farmer ... | 12,443 |
| Southern Cultivator & Farming | 9,627 |
| The Dairy Farmer | 9,178 |
| Arkansas Farmer & Homestead | 6,931 |
| Missouri Farmer | 6,410 |
| South Dakota Farmer & Breeder | 6,081 |
| Modern Farming | 5,432 |

WEEKLIES

(Four issues)

| | Lines |
|-----------------------------|--------|
| The Farmer | 44,095 |
| Nebraska Farmer | 40,738 |
| Iowa Homestead | 39,983 |
| Pacific Rural Press | 39,703 |
| Prairie Farmer | 38,168 |
| Farm & Ranch | 36,801 |
| Rural New Yorker | 35,732 |
| California Cultivator | 34,849 |
| Wallaces' Farmer | 34,665 |
| Progressive Farmer & Farm | |
| Woman | 34,562 |
| New England Homestead | 34,058 |

Will You Meet Our Friend The Dairy Farmer?

We would like to introduce you to the Dairy Farmer, Mr. Advertiser. He's the chap who has money to buy what you have to sell.

Study this agricultural field. Forget the bunk about adversity in the farm field and talk to those who are making money.

Take the pure bred industry—the Holstein-Friesian breeder if you please.

In Wisconsin 300 pure bred Holsteins sold at public auction for \$400.00 each. In New York 200 pure bred Holsteins sold for \$250.00 each.

Does that indicate buying power? Does that indicate prosperity, progress?

The net income of the Holstein-Friesian Association of America, parent organization of the Holstein industry, is considerably above that of a year ago. The membership increase is 16 per cent over a year ago. Holstein-Friesian prices are over 25 per cent better than they were a year ago.

There is no depression in the Holstein-Friesian field. Talk to those breeders. We'll be glad to tell you more about their buying power.

HOLSTEIN-FRIESIAN WORLD

312 City Bank Bldg.
Syracuse, N. Y.

ABLE SALES EXECUTIVE AVAILABLE

One of the most able sales and advertising executives this office has had contact with is NOW available.

A keen, searching, balanced, experienced, successful man, backed by a splendid record.

He is ready to take full responsibility for the marketing of ———, a potentially sound product.

References, both business and financial, are of the highest. He may be reached through

CLIFTON D. JACKSON
Secretary, Advertising Club
NEW YORK CITY

"N," BOX 61 PRINTERS' INK

University business school graduate, 27, seeks advertising connection.

Experience: two years in the Orient; one year agency work in Argentina; three years with foreign advertising agency this country.

Returning to New York this week. In replying, please mention nature of opening.

| | Lines |
|--------------------------------------|--------|
| Wisconsin Agriculturist | 32,775 |
| Wisconsin Farmer | 32,697 |
| Indiana Farmer's Guide | 31,594 |
| Michigan Farmer | 31,149 |
| Ohio Farmer | 30,721 |
| Kansas Farmer & Mail & Breeze | 30,283 |
| Pennsylvania Farmer | 28,287 |
| Florida Grower | 27,778 |
| Washington Farmer | 26,697 |
| Breeder's Gazette | 26,640 |
| Oregon Farmer | 26,042 |
| American Agriculturist | 25,941 |
| Pennsylvania Stockman & Farmer | 25,721 |
| Idaho Farmer | 23,876 |
| Ohio Stockman & Farmer | 22,661 |
| Dairymen's League News | 9,155 |

FARM NEWSPAPERS

| | Lines |
|---|--------|
| Kansas City Weekly Star | 29,092 |
| Dallas Semi-Weekly Farm News | 19,924 |
| Memphis Weekly Commercial Appeal | 18,012 |
| Atlanta Tri-Weekly Constitution | 17,661 |
| Atlanta Tri-Weekly Journal | 15,459 |
| Kansas City Weekly Journal | 10,455 |
| (Figures compiled by Advertising Record Company.) | |

P. W. Hiller with Parker Ice Machine Company

Paul W. Hiller, formerly with the Carbondale Machine Company, Carbondale, Pa., has been placed in charge of advertising and sales promotion work of the Parker Ice Machine Company, San Bernardino, Calif.

Thurston-Helme, Inc., Ap- points M. P. Gould Agency

The M. P. Gould Company, New York advertising agency, has been appointed to direct the advertising account of Thurston-Helme, Inc., New York, manufacturer of Thurston's hand cream.

Heads Minneapolis Civic Committee

J. H. Mitchell, president of the Mitchell Advertising Agency, Inc., Minneapolis, has been appointed chairman of the tourist and publicity committee of the Minneapolis Civic and Commerce Association.

Joins Smith & Ferris Agency

Dwight Adrienne, for the last few years with the sales promotion department of the Los Angeles Examiner, has joined Smith & Ferris Los Angeles advertising agency.

What Herbert F. Rawll has given to you...

and NOW.

HIS contributions to financial and industrial development have been many. Among them the following serve to recall how varied and far-reaching his activities have been:—

1 The Christmas Club

Created by Mr. Rawll sixteen years ago, the Christmas Club now includes 7000 banks in its operations. Over 7,000,000 people annually deposit over \$300,000,000. It has probably done more to develop Thrift in America than any one single organization.

2 Liberty Loan Partial Payment Plan

Through plans originated by Mr. Rawll and installed in banking groups throughout the country, over seven hundred million dollars of Liberty Bonds were sold to wage-earners during the Great War.

3 Bankers' Economic Service

For the past eleven years, the Rawll Enterprises have prepared industrial analyses for the leading banking houses of the country. At the request of the United States Treasury Department, they supplied much of the statistical data for the Conference on Limitation of Armaments.

4 Commerce, Finance and Industry

A Rawll Enterprise. A monthly compendium of Business Information used by a group of banking institutions with aggregate resources of over two billion dollars.

after six years of planning, research and experiment, you are offered a new and better industrial periodical:

THE INDUSTRIAL DIGEST, published monthly, is literally considered a textbook of development by scores of leading figures in the industrial world.

Each issue contains many articles of timely interest dealing with the problems of business and their solution. Modern industry is far too complex for any individual to watch. The Industrial Digest gives a monthly cross-section of industry, made up of the collected opinions of many industrial leaders.

In addition to a regularly contributing staff of industrial specialists, articles by well-known men, such as the following, appear regularly in *The Industrial Digest*: J. N. Babcock, Vice-President, Equitable Trust Company, New York; Stephen Baker, President, Bank of Manhattan Company; Senator Cousens, J. P. Hill, President, National Chattanooga & St. Louis R. R.; Clarence A. Ludlum, Vice-President, Home Insurance Company of New York; Wm. O'Neil, President, General Tire & Rubber Company; G. K. Simonds, General Manager, and John G. Thompson, Assistant to the President, Simonds Saw & Steel Company; Alfred P. Sloan, Jr., President, General Motors Corporation.

Pertinent Facts about INDUSTRIAL DIGEST

IN answer to a question put to concerns rated at \$250,000 or over, *The Industrial Digest* led all other periodicals. The executives questioned, expressed their preference in the following order:

| | Per cent | | Per cent |
|----------------------|----------|-------------------------------|----------|
| Industrial Digest | 100. | Management and Administration | 21. |
| Nation's Business | 81.9 | Industrial Management | 19. |
| System | 73.7 | Sales Management | 17. |
| Magazine of Wall St. | 25. | Industry Illustrated | 5. |

The test was made by a leading advertising agency and the figures certified by a well-known accountant. Write for a copy of this report.

THE INDUSTRIAL DIGEST
45 West 45th Street, New York City

The **INDUSTRIAL DIGEST**
The Foremost Industrial Publication
A RAWLL ENTERPRISE



INCREASED SALES QUANTITY PRODUCTION REDUCED COSTS LOWER PRICES

- The above results justify the enormous yearly expenditure for general publicity advertising.
- Premium Advertising may be justified on precisely identical grounds. By its use new customers are secured and old customers held.
- It is not "something for nothing." The loyalty of a customer to a particular brand of merchandise is worth a great deal to its manufacturer.
- A portion of the advertising fund expended in this way is certain to result in: Increased Sales—Quantity Production—Reduced Costs—Lower Prices.
- It is a sound, ethical, logical and effective method of advertising.
- Booklets explaining our Service mailed on request to those stating the nature of their business.

THE PREMIUM SERVICE CO., INC.
9 West 18th Street, New York

Accepted

A product advertised in The Chronicle is a product accepted! For 61 years San Francisco has been guided by this leading newspaper.

REPRESENTATIVES

Williams, Lawrence & Cressmer, 285 Madison Ave., New York City; 360 No. Michigan Ave., Chicago; R. J. Bidwell Co., Times Bldg., Los Angeles; Henry White, Stuart Bldg., Seattle.

San Francisco Chronicle

Binders for Printers' Ink

\$1.00 Each. Postpaid

PRINTERS' INK binders will hold an average of nine copies each. Figure six binders for a year's copies. Each issue, as received, can be securely fastened in the binder, by a very simple arrangement, and will open like a book with all inside margins fully visible.

Made of heavy book board, insuring durability. Covered with book cloth; lettered in gold.

PRINTERS' INK PUBLISHING COMPANY
185 Madison Avenue, New York

Kitchen Ranges to Be Advertised by Wholesalers

Holbrook, Merrill & Stetson, wholesale hardware, have become manufacturers and are now merchandising a line of kitchen ranges throughout the West. A sales promotion and merchandising campaign is being planned, to start early in 1927. Smith & Ferris, Los Angeles advertising agency, will direct this campaign.

Joseph Batten Starts Own Business at New York

Joseph Batten, formerly a director of George Batten Company, New York, has opened an advertising business at New York under his own name. He had been associated with his father, the late George Batten, leaving the Batten organization in 1918 after a connection of fourteen years.

Radio Tube Account for Prather-Allen

The Ken-Rad Corporation, Inc., Owensboro, Ky., manufacturer of Archatron radio tubes, has appointed The Prather-Allen Advertising Company, Cincinnati, to direct its advertising account. Business papers will be used, principally, for this account.

Richardson-Bird Merger Denied

P. R. Allen, vice-president of Bird & Son, Inc., East Walpole, Mass., maker of Neponset asphalt shingles and floor coverings, informs PRINTERS' INK that the reported merger of the Bird company with the Richardson Company, Cleveland, is without foundation.

Marion C. Taylor Retained by Lyddon & Hanford

Marion C. Taylor has been retained by the Lyddon & Hanford Company, advertising agency, in an advisory capacity as counsel on matters of style. Miss Taylor will continue to direct her own business.

G. E. Hyde Joins Robson-Rochester Corporation

Gordon E. Hyde, for several years with the Curtis Publishing Company, has become manager of distribution for the Robson-Rochester Corporation, Rochester, N. Y., manufacturer of metal ware, electrical appliances and cutlery.

De Long Appoints William Irving Hamilton

William Irving Hamilton, New York advertising agent, has been appointed to direct the advertising account of the De Long Hook & Eye Company, Philadelphia.

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In Announcing

THE RESIGNATION OF

C. W. FULLER

AS

ADVERTISING MANAGER

OF

Photoplay Magazine

it is our desire to acknowledge
the work and efforts of Mr. Fuller
during his years with Photoplay
and extend to him every good
wish for his continued success.



PHOTOPLAY MAGAZINE

JAMES R. QUIRK, *Publisher*

221 W. 57th St.
New York

750 N. Michigan Ave.
Chicago

127 Federal St.
Boston

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHLAND 6500. President and Secretary, J. I. ROMER, Vice-President, R. W. LAWRENCE, Treasurer, DAVID MARCUS, Sales Manager DOUGLAS TAYLOR

Chicago Office: Illinois Merchants Bank Building, GOVE COMPTON, Manager.

Atlanta Office: 704 Walton Building, GEO. M. KOHN, Manager.

St. Louis Office: Syndicate Trust Building, A. D. MCKINNEY, Manager.

San Francisco Office: 564 Market Street, M. C. MOGENSEN, Manager.

Canadian Office: 92 Adelaide St., W., Toronto, H. M. TANDY, Manager.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign Postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$120; half page, \$60; quarter page, \$30; one inch, minimum \$9.10; Classified 65 cents a line, minimum order \$3.25.

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Washington: James True
London: Thomas Russell

NEW YORK, DECEMBER 16, 1926

The Dangers of Customer Ownership

There are supposed to be 15,000,000 people in this country who are owners of common or preferred stocks. Perhaps that figure is rather high. There is no doubt, though, that the customer ownership campaigns of public utilities have been largely instrumental in making us a nation of stockholders.

So far, the customer ownership idea has worked out admirably. By far the majority of the public utility flotations have proved exceptionally safe and profitable investments. We cannot help wondering, however, whether the plan would be looked upon as being equally successful if a situation should arise which would

cause these stocks to dip below their par values.

It will do no good to say that when one buys for a profit he must recognize the possibilities of taking a loss. The seasoned investor knows that. But many people who buy one or three or five shares of public utility stock are economic illiterates. This is particularly true of many women. They cannot understand why a share of stock for which they paid \$100 on November 1 should be quoted at \$96 on December 2.

The utilities need all the good-will they can get. That is why they advertise to the public. This is also the reason for the customer-ownership campaigns. And it cannot be disputed that a customer who has a profit on five shares of common stock feels kindly disposed to the company. On the other hand, should that same customer suffer a paper loss of \$80 on an investment of \$500, the utility certainly does not stand so high in his estimation. More often than otherwise, he becomes a hotbed of ill-will.

Another angle to this problem is that by putting a stock through a series of wild gyrations a group of professional manipulators can destroy more good-will in six weeks than advertising can build in six years. Usually, this manipulation is done by outsiders who have no interest in the company other than the opportunity which its stock presents for a quick speculative profit.

Then there is the attitude of the employee stockholder. How efficient will a gas meter reader be who has a 10 per cent loss on the hard earned savings he has invested in his company's stock?

This is a problem to which the public utilities, in particular, must give serious thought. Others who will also do well to study this situation are those manufacturers who advertise nationally and who, in increasing numbers, are selling common and preferred stock to distributors and final consumers. In this connection, the following story is not without significance:

Two retailers were pushing a

heavily advertised utensil. They had considerable success with it. Other merchants with whom they were acquainted were also doing well with the item. In view of the company's national advertising campaign and the rapidity with which the product was moving through their stores, these two merchants decided to buy a moderate amount of the firm's common stock when a public offering was made.

A short time later, the stock began to fluctuate violently. Before long, the shares were worth, at the market, exactly one-third the original offering price.

Justifiably or not, the two retailers concluded that insiders were manipulating the stock for their private gain. In retaliation, they threw the utensil out of their stores.

That incident may mean much or it may mean little. But it does suggest at least one thought and this is that customer ownership has its dangers. It indicates that a company which, on the one hand, is advertising to build good-will may, on the other hand, be building ill-will because of the market action of its customer-owned stock.

Retailers' Weapon Against Price Cutters Retailers have the means in their own hands to squelch much of the price cutting that is being done today. Before we explain that statement let us first look at the entire situation of price maintenance as it now stands.

When predatory price cutting is started in some given section by a retailer all of the other retailers send a tremendous protest to the manufacturer of the product that is being cut. Of recent years national advertisers have had to pay great attention to such protests for the protesting retailers have shown a decided tendency to drop the product that was being cut from their stocks and to center their attention on a competing nationally advertised product.

The few manufacturers who sell direct and the few who maintain a large sales staff have been able to

meet the matter fairly effectively, although at great expense, by effectually stopping the predatory price cutter from obtaining supplies. The manufacturer selling through wholesalers and unable profitably to maintain a sales staff that is great in number—the condition of the great majority of manufacturers finds himself up against a hopeless job. The law forbids him to request a wholesaler in any way or manner, to cease selling his product to a retailer. If he does he is guilty of entering upon a conspiracy that is in restraint of trade. That is the way the situation stands today.

It is possible, however, it would seem, for the retailer who protests against predatory price cutting to handle this whole matter satisfactorily. When a manufacturer arbitrarily cuts off a wholesaler, he is damming up a source of supplies for a number of retailers as well as the predatory price-cutting retailer. By such an action the manufacturer assumes a great risk. Furthermore, the loss of one manufacturer does not mean a great deal to a wholesaler. When, however, a number of retailers entirely and completely withdraw their patronage from a wholesaler the story is entirely different for that particular wholesaler. He faces then, the situation of losing the business of one price-cutting retailer or the business of a number of non-price-cutting retailers. It is he who must choose—and very logically, it seems to us, he should be the man who should choose. He is the man who is selling direct to the price cutter, and he is the man the manufacturer would talk with if the law allowed and would cut off if conditions permitted.

It is no difficult matter for a retailer to learn which wholesaler in his territory is selling to a price cutter. And it is no difficult matter for that same retailer, in most cases, simply and immediately to transfer all of his business to a competing wholesaler.

It is a good thing for retailers to get together and discuss this subject of price maintenance, as they do, and to pass resolutions

and memorials to Congress on it, as they have done for years. But it is a better thing for them to take such action as they can under the law as it exists. Their fire should be against the wholesaler who will not play fair with them.

Learning from the Outsider

"Despise not the counsel of the outsider." On account of a communication we recently received from Edward B. Butler, chairman of the board of Butler Brothers, we are tempted thus to paraphrase Solomon's proverb, make its spirit positive rather than negative and to suggest it as something for every business organization to observe.

In the November issue of *PRINTERS' INK MONTHLY* is an article, "How Can We Make Our Catalog Take the Salesman's Place?" which somewhat pointedly criticizes Butler Brothers' catalog and suggests that its selling efficiency would be increased if it should contain more reader interest. Mr. Butler probably knows more about catalogs than any man in the country. He originated the plan of selling goods at wholesale by mail and therefore had to think through in full detail, mechanical and otherwise, the ways and means of building this kind of advertising material. Through a growth of more than forty years the Butler catalog has been a pioneer in each successive development which now has brought mail-order selling in general up to a truly remarkable standard of near perfection.

But this is what Mr. Butler has to say:

"Your article is entirely fair and there is just enough criticism in it to make us think. You are stating the case correctly when you say our catalog could be better if it had more reader interest. I myself have had the same idea right along. And now this outside viewpoint, expressed in your magazine, crystallizes the thing clearly in our minds and enables us to form a definite policy."

In other words here is the master of catalog selling frankly

admitting that he has learned something from an outsider who, if he lives and learns until he is 100 years old, will not know half as much about a catalog as the Butler firm knows.

PRINTERS' INK's staff writers are carefully trained analysts, who go to commercial leaders primarily to get editorial material for the *PRINTERS' INK* Publications. It many times develops, though, that they are able to perform a real service for the men they interview by conveying the outside viewpoint on certain vital aspects of the business.

"I couldn't run a bank," a manufacturer friend told us recently, "but I can tell my banker several things he does not know about his business."

John N. Willys got a valuable selling thought from a chance remark made one morning by an elevator man in his office building.

The outsider may not be able to run a business, but his views on certain phases of it may be more accurate than those of its officials.

Utah to Get Another Cigarette Advertising Bill

State Senator LeRoy Discon, Provo, will introduce a bill calling for legislation to prohibit the advertising of cigarettes in the State of Utah. His bill will be introduced before the legislature when it convenes in January.

The action which Senator Discon plans will renew the agitation that resulted in an anti-tobacco law which was passed in 1921, forbidding the sale and advertising of cigarettes. An amendment two years later raised the ban on their sale. As a test of the law's constitutionality in restricting cigarette advertising, three newspapers printed advertisements. It was held that the law interfered with interstate commerce and was not a proper exercise of the police powers of the State.

When the case came up before the State Supreme Court last September that section of the anti-tobacco law directed at cigarette advertising was declared to be unconstitutional.

D. W. Stotter Joins Johnson, Read & Company

David Warke Stotter has joined the copy department of Johnson, Read & Company, Chicago advertising agency. He was formerly advertising manager of the Superior Tanning Company, Chicago, and more recently has been with the Mason Warner Company, advertising agency of that city.

Newell-Emmett Company

Incorporated

Advertising · Merchandising Counsel

120 WEST THIRTY-SECOND STREET

New York

AN ADVERTISING
AGENCY FOUNDED
ON THE IDEA OF
RENDERING SUPER-
LATIVE SERVICE TO
A SMALL NUMBER
OF ADVERTISERS

CLIENTS

Liggett & Myers Tobacco Co.

Johns-Manville Incorporated

Western Electric Co.

The T. A. Snider Preserve Co.

Loose-Wiles Biscuit Co.

Graybar Electric Company

Association of American Soap
and Glycerine Producers

"NOT HOW MUCH, BUT HOW WELL"

Advertising Club News

Advertising Men as "Doctors of Business"

Marshall I. Hough, advertising manager of the Hill & Welch Furniture Company, Lynn, Mass., in speaking to the Advertising Club of Worcester, Mass., last week, likened advertising men in their relation to business to doctors. "We advertising men and women have an important duty to perform," he said. "While it is an established fact that we are doctors of business, we as yet have not sold the idea to our employers that the medicine we prescribe should be taken in the exact quantities that it is prescribed."

The time has come, in his opinion, when advertising men must energetically protest against revisions and directions which minimize the accomplishment of the objective set for the advertising.

* * *

Membership Drive by Montreal Club

A membership drive has been started by the Advertising Club of Montreal. In addition to prizes for the two members adding the most members to the club's role, there will be a drawing for special awards for members who obtain one new member, another drawing for those who obtain two members, and so on. Prizes will be awarded at a Christmas dinner, to be held on December 22.

* * *

New Directors for Seattle Club

The following members of the Advertising Club of Seattle have been elected to the board of directors to serve for a term of one year: F. C. Arnold, Honig-Cooper Company; G. W. Milne, Northwest Envelope Company; G. E. O'Neil, Foster & Kleiser Company, and H. O. Stone, The Izzard Company. They will be formally installed at the last meeting in January.

* * *

Buffalo Club Hears Talk on Specific Copy

A number of instances in which advertisers changed from a general copy idea to a specific one, with the result that sales were increased, were cited by Carroll A. Rheinstrom, director of the advertising service bureau of the Macfadden Publications, in a recent talk before the Buffalo, N. Y., League of Advertising Women.

* * *

Seattle Club Teaches Church Advertising

A course for ministers on the technique of church advertising is being conducted by the Seattle, Wash., Advertising Club. The church department of the club is directing the course.

Elton Pease Heads Chicago Advertising Men's Post

Elton Pease, general manager of the Standard Show Card Service, was elected commander of the Chicago Advertising Men's Post of the American Legion at its annual election on December 9. Keener competition for offices in the post marked this year's elections than any previously held since the organization was founded. Three complete tickets appeared on the ballot and approximately 400 ballots were cast.

The other officers elected are: First vice-commander, James F. Bowers, Jr., *Chicago Journal of Commerce*; second vice-commander, Eugene V. Murdock, W. P. Dunn Printing Company; third vice-commander, Harry E. Rouffs, Meriton Institute; adjutant, Hardin Masters, Otis & Company; treasurer, Reginald Olderr, Northern Trust Company; directors: William F. Boal, Harold Campbell, George Crowson, F. J. Gagen, H. H. Kadler, and W. R. Melton.

* * *

Lloyd Spencer Made Program Chairman

Lloyd Spencer, of the *Seattle Post-Intelligencer*, will serve as general program chairman for the convention of the Pacific Coast Advertising Clubs Association, to be held at Portland from June 19 to 22, 1927. His associates will be Carl Bundy, Los Angeles, John Cuddy, San Francisco, W. J. Hofmann, Portland, and Raymond P. Kelley, Spokane. Mr. Spencer is also a member of the general convention committee of the Advertising Club of Portland, of which Mr. Hofmann is chairman.

Roger A. Johnstone, San Francisco, has been appointed chairman of the publishers' representatives' department of the Pacific Coast Association and Hartley Everett Jackson, chairman of the graphic arts department.

* * *

New York Club Holds First Advertising Art Exhibit

The first of a series of displays of the work of advertising artists is now on exhibit at the Advertising Club of New York. The present exhibition is that of Edward A. Wilson. The chairman of the executive committee of the advertising art and graphic arts group, which has charge of the series, is Walter H. Teague. The other members of the committee are: Gilbert C. Tomkins, treasurer of Stanford Briggs, Inc.; John Clyde Oswald, managing director, New York Employing Printers' Association; H. L. V. Parkhurst, and Bayworth Campbell, art director, Condé Nast Publications.

Selling Insurance Service by Direct Mail

Alice E. Roché, manager of the department of sales promotion for the Louis F. Paret Insurance Agency of New Jersey, in a talk before the Poor Richard Club on December 2, outlined that agency's direct-mail campaign.

In part, Miss Roché said:

"In this day when there is so little difference in insurance company costs, there is little opportunity for a claim of a company's superiority except in one particular, the element of personal service. Insurance service, therefore, became in our minds a worthy objective for a merchandising effort.

"As soon as an agent became a participant in our campaign, 200 names were placed in the circularizing mill for him. These names were those of people of his own choosing, or they were selected by us and approved by him.

"What results have we had? Making, through the medium of the printed word, as many as possible of the reading public of New Jersey conscious of our agency service was the 'par' of our campaign but we had also a par-plus—the making of life insurance sales by making insurance serve."

* * *

Technical Men View Industrial Motion Pictures

Several reels of motion pictures, demonstrating the use of that medium in selling and promotion work in the technical field, were shown at a meeting last week of the Technical Publicity Association, held at the Advertising Club of New York. H. M. Davison, general manager of sales of The Hayward Company, accompanied one picture with a talk on "The Use of Motion Pictures in Technical Selling." Another illustrated talk, "The Industrial Movie as an Educational Factor in Promotion Work," was given by Charles B. Yardley, sales promotion manager of Jenkins Bros.

* * *

Red Wing Club Holds Educational Day

The Red Wing, Minn. Advertising Club recently held its second annual educational day, having as its guests 2,500 school children from three counties. The program included visits to prominent manufacturing plants of Red Wing.

* * *

Presents Trophy to High School

A silver trophy for the best annual school publication, has been presented to the Libbey High School by the Toledo, Ohio, Advertising Club, as the result of a contest among Toledo high schools.

Bureau Managers Discuss Co-ordination of Effort

More efficient methods of co-operation between the Better Business Bureaus in the various cities of the Eastern Division of the National Better Business Commission formed the chief topic of discussion at a two-day conference of the heads of these organizations held at Rochester, N. Y., on December 8 and 9. Among those present were Edward L. Greene, director of the National Better Business Bureau; H. J. Kenner, New York; Hugh Smith, Philadelphia; Berlin Boyd, Utica; Stephen P. Toadvine, Syracuse; David West, Buffalo; F. M. Hathaway, Providence; E. K. Armstrong, Scranton; and F. M. Willson, of Rochester.

As promoters of fraudulent business schemes often jump quickly from city to city, efficient work in protecting legitimate business and the public from such enterprises demands even more prompt measures than have been employed in the past for the exchange of information between the bureaus in different cities. It was said at the close of the conference that definite progress had been made along this line.

Stricter State and municipal supervision of auctions was advocated at the conference, as flagrant cases of fraud in connection with auction sales have been reported. An active interest will be taken in Florida land promotion schemes, and H. J. Kenner, manager of the New York Bureau, will leave shortly for Florida to investigate this situation.

* * *

Farm Family Has a Unity of Interest

A comparison was drawn between a city family and a family on a farm at a recent meeting of the Advertisers' Club of Cincinnati for the purpose of showing how varied were the interests in one instance as against their unity in the other. The speaker was T. W. LeQuatte, advertising manager of *Farm Life*, Spencer, Ind.

"The interest of the members of a city family are divided," Mr. LeQuatte said. "The father may be a mechanic, the mother a homemaker, the son a salesman, the daughter a stenographer and the old grandfather a night watchman or a retired banker. But in their work and in their play they are separate."

On the other hand, he explained, the interest of every member of the farm family is centered on making the farm a success because each member looks to the farm for the funds to make each of their aspirations real.

* * *

Newspaper and Periodical Group Meet

The newspaper and periodical department of the Advertising Club of Seattle, Wash., recently held its first session. It is planned to have the members of this group meet once a month.

The Little Schoolmaster's Classroom

MEMBERS of the Class have been writing the Schoolmaster recently for counsel on the all-important subject of how best to regulate the salaries of employees so as to have them render the best possible service. The inquiries show rather conclusively that the Schoolmaster has been right in his suggestions from time to time that the average organization is not only willing, but eager, to pay its people more money. But their problem in this respect can be stated in these two questions:

Should I pay this man more money so as to cause him to take greater interest in his work and be more loyal to me—or should I wait until he actually earns more money and has proved his loyalty?

If I raise his pay how am I to know that this will not cause him to slow down rather than speed up?

* * *

The Schoolmaster was discussing the salary and wage proposition recently with John N. Willys, president of Willys-Overland, Inc.

"Any normal man can stand adversity," Mr. Willys said, "but it takes an unusually good one to stand prosperity. Take the average man who is making a large income. Give him, say, \$100,000 a year salary, hand him a bonus check of \$25,000 or \$30,000 on Christmas because you want him to feel he is having a share in the profits he helped you create. Unless he can take a cold, impersonal inventory of himself under these circumstances he gets a swelled head and is ruined. He is no longer of any use to you or to himself."

Mr. Willys is talking in terms of real money here. But isn't the principle substantially the same in the case of men who get lower salaries—who get any salary at all? The Schoolmaster believes it is.

Investing in employees is very much the same as investing in ma-

chinery, advertising or anything else having to do with the production and selling of merchandise. In any contingency the question for the head of the business to decide is: "Will it pay?"

If he buys a \$100,000 machine to take the place of a \$25,000 one, is he going to be in shape to make more merchandise and more profit than with the old machine? If he doubles his advertising outlay, are his manufacturing, distribution and other facilities such that he can make more money than with the old appropriation? If he gives a man a big increase in pay, is the man going to conduct himself so as to produce enough additional business to give the house, in time at least, the same relative percentage of profit on his higher salary than it gained on his old one?

These things being answered in the affirmative it becomes only ordinary business sense for the manufacturer, or whomever he is, to make the additional investment. He is foolish indeed if he does not, and nobody knows it better than he.

Every employee, no matter how humble or how great, should expect to earn more money than he gets. In other words, his boss must be able to make a reasonable profit upon him.


On the other hand, every wide-awake employer knows that men are entitled to a major part of the profit on the work they do or the commodities they produce. He is willing to proceed with them in this direction without limit just so long as he continues making his fair percentage.

* * *

As the Schoolmaster sees it, then, salary increases should not be made on any standardized pattern. The individual should be sized up with relation to his apparent capacity to stand prosperity and his ability to produce a profit in proportion to the pay he gets.

O U T L O O K S

1927



TURNING for the moment from our own "Outlooks" to the larger outlook of the coming year, we hope that every one of our friends and clients will find the brilliant promise of the present abundantly fulfilled throughout the next twelve months.

CHURCHILL-HALL

INCORPORATED

H. B. LE QUATTE, *President*

50 UNION SQUARE
NEW YORK

MEMBER OF AMERICAN ASSOCIATION OF ADVERTISING AGENCIES

"WHY do you, Mr. Cyrus Curtis, when you are making more money than you know what to do with, go and buy another paper?" Do you know what Mr. Curtis answered when he was asked that? Find the answer on page 416 of **FORTY YEARS AN ADVERTISING AGENT**, by Geo. P. Howell. The answer is as valuable an investment guide now as it was then. Mail check today. Bully Christmas present. New library edition, \$3.50. Postage 15c extra. **FRANKLIN PUBLISHING COMPANY**, 79 Madison Ave., New York City.

YOUR OWN MOTION PICTURES

INDUSTRIAL EDUCATIONAL ADVERTISING

Having a production made by this organization of professional experts, relieves you of all experimenting and the cost is far less than dabbling with amateurs.

Over 5,000,000
circulation weekly.

Stanley
ADVERTISING CO

General Executive Offices
220 W. 42nd St. N. Y.
Wisconsin 0610
Phila. Office, 1916 Race St.

Photostats !!!

of any subject -
By Photographers

Fast Messenger Service

PACH BROS.

28 West 44th St. Murray Hill 2597



**Howell
Cuts**

for house organs
direct mail and
other advertising

ask for proofs
Charles E. Howell, Flisk Building, New York

Some can stand big salaries and others not so big. Moreover, loyalty and enthusiasm cannot be purchased. Some employers have found this out to their sorrow. If a man knocks the firm he is working for and is not on the square with it at one salary level, what reason is there to suppose that he would improve at twice that figure?

In the Schoolmaster's opinion, every man who works for another man would do well indeed always to remember another sage bit of advice handed out by Mr. Willys.

It is this:

"Learn to lose without squealing; learn to win without bragging."

The first is a great deal easier than the second.

* * *

A question always present with many advertisers is: "How can I get the professional vote? How will the architect, the engineer, the doctor or the dentist feel about this advertisement?"

All toothpaste manufacturers desire the support of the dentist and most of them bid for it, directly or indirectly. Does it register? Does he like it and react favorably, or does it antagonize him?

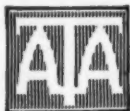
The Schoolmaster was more than ordinarily interested the other morning upon keeping an appointment with his dentist to catch the latter in the act of opening his morning mail. One legal-size envelope contained a letter from a toilet goods manufacturer with an advertisement proof enclosed. "Now that's what I call sensible advertising!" exclaimed the dentist. This was the letter:

Dear Doctor:

"Just what can I expect my dentifrice to do?" The new Colgate advertising answers this question.

You know and we know that a dentifrice should be expected to do one thing only—to keep teeth clean. And in keeping them clean your patients are doing all that they can do to prevent dental ills. If they need anything else, if they suspect tooth troubles, they should come to you because you can do the things that a dentifrice cannot do.

But a great deal of confusing advertising is appearing in the press today—urging people to prevent or cure this



This Changing of Agencies Is it Sound Practice?

THE agency that has just lost an account says: "no." The one that secures it says: "yes." An agent's viewpoint is seemingly a bit biased. Therefore, I'll not venture a view point, but cite an instance.

Two years ago we first called on one of New York's big building material concerns. Last August the account was finally placed with us. The President, however, took pains to make it plain that he had absolutely no fault to find with his former agent, of long standing. He changed, simply because in the *broadened stage* of their business, we as specialists in the building material field, had a knowledge, an experience and a proven service, that particularly met his Company's *expanded needs*. Furthermore, he liked the idea of the personal service, which, as a so called "small agency," he was convinced we could give.

To this instance let us add that a number of our accounts have been with us 14 years. Two for 21 years, which is the number of years we have specialized in the advertising of building materials.

TUTHILL ADVERTISING AGENCY

L. W. C. TUTHILL, President

1133 BROADWAY

NEW YORK

MR. MAGAZINE PUBLISHER

**Have you Circulation Problems?
Here is your opportunity for help.**

An experienced, seasoned, active Circulation and Business Manager now available.

Fifteen years' successful experience on National publications—General, Class and Trade. Newsstand sales increased. Thorough knowledge of contacts from the ground up.

Mail subscriptions worked from every angle. Produced at the highest possible net. Business contacts that mean quality and quantity production. Best of references. One of the best Circulation buys on the market today. For full particulars or personal interview address at once, "M," Box 60, care of Printers' Ink, 230 So. Clark St., Chicago, Ill.

Bills, Broadsides

Sale circulars or any variety of publication work that can be printed on newspaper presses. Any size, any quantity, any extra-color effect. Art work or engraving, if desired. Speedy service, first-class printing, attractive prices. Samples? **SHOPPING NEWS** Cleveland

CLASS MAGAZINE FOR SALE on Attractive Basis

A well edited, long established magazine, covering the library field can be purchased at a most reasonable figure. It has demonstrated its money-making possibilities and only requires association with an aggressive publishing house to increase its earning power. The owners are ready to dispose of the magazine at a price far below its actual value—write for complete particulars to "L," Box 262, P.I.

Layouts

Printers come to Langreich for ideas and layouts. It gives them an entering wedge to the buyer's office.

Dig out the names of hard-to-crack prospects and call Madison Square 1261.

114 East 28th Street

Langreich

or that disease by depending on certain dentifrices with special ingredients.

We are going to run a series of back cover advertisements to tell the public what they should look for in a dentifrice.

A proof of the first advertisement is enclosed herewith. This is a very important part of our advertising campaign. We want you to see it. We want you to know that Colgate & Company will advertise to the public, your patients, to keep their teeth clean with Ribbon Dental Cream; that no dentifrice can do more; and if they need more, they should consult you.

Yours very truly,

COLGATE & COMPANY.

Dic. W. H. Bentley, D. D. S.

P. S. We should be glad to have you write us your comments on the enclosed advertisement.

The advertisement proof accompanying the foregoing letter bore the caption, "Just what can I reasonably expect my dentifrice to do?" It described some things a dentifrice would not do, such as stop an aching tooth. For this and other like troubles, the reader was advised to see a dentist. After attention by a dentist, the necessity of keeping teeth clean was emphasized, and Colgate's Ribbon Dental Cream recommended and described.

"That's the kind of advertising," said the Schoolmaster's dentist, "that makes a hit with me."

* * *

Some time ago, the Schoolmaster made the suggestion that every man interested in writing copy ought to keep a folder marked "Making Copy Interesting." The contents of this folder should be specimens which made an impression upon the reader and struck him as being useful. Then when the copy comes to be written, some of these can be dragged out from their hiding place and made to make the writer think.

The Schoolmaster has often been interested in the advertisements run by R. C. Wilhelm & Company Inc., on the cover page of trade papers in the company's field. They seem to cover almost everything from arbitration to Chinese philosophy, all designed to advertise the company's service as coffee merchants. The customary advertisement written in small type is occasionally displaced by

The Lorain Journal

(Published by David Gibson)

Largest Circulation in Lorain County, Ohio

**OHIO'S MOST DISTINCTIVE
AFTERNOON NEWSPAPER**

Net paid daily circulation, October

1st, 3 months' average . . . 9,084

Daily average for September . . . 9,250

Daily average for October . . . 9,395

Daily average for November . . . 9,629

And Still Growing

Lorain County, Ohio, is one of the richest and largest counties in the central west—steel mills and ship building on one side and intensive agriculture on the other.

No depressions, no poverty, no slums.

People of Lorain County have a greater purchasing power than those of the larger cities of Ohio by reason of the same or larger incomes and lower rents, transportation charges and general food cost.

**[In accepting advertising, The Journal
better than adheres to the policy
of THE BETTER BUSINESS BUREAU]**

Member of The A. B. C.

FOREIGN REPRESENTATIVES

POWERS & STONE, (Inc.)

**250 Park Avenue
New York**

**First National Bank Building
Chicago**

The Lorain Journal

LORAIN, OHIO

Unusual Possibilities and Income for Ability

An established agency in one of Ohio's leading industrial cities has recently reorganized and wants a seasoned agency man of proven sales ability.

He must be a real business producer from the start, and must have had a wealth of experience in originating and planning effective, result producing campaigns. He must know merchandising, direct-mail, production, and lay-out; he above all must be that type of man who can obtain and hold business.

This position offers unlimited possibilities and income. To the right man there is opportunity to become a dominant factor in the organization. State full particulars of past experience and qualifications in detail which will be held in strictest confidence.

Address "K," Box 209, Printers' Ink.

Brains for Sale

An advertising and sales executive with a record of business building—

A creator of productive sales plans; a writer of startling copy that reflects intimate knowledge of merchandising—

Young in years—but thoroughly trained in financial and managerial problems. College graduate. Available January 1st.

Address "C," Box 303, care of Printers' Ink.

To Editors of House Organs and to those contemplating issuing house organs: Subscribe for

THE HOUSE ORGAN REVIEW

packed with ideas from leading house organs of America, and many original features. Vol. 1, No. 1, off the press December 24. Subscription price \$3.00 per year. Send for sample copy.

BALLOU-WANZER, INC.

28 E. Jackson Blvd. Chicago

something like "No ad this month. The boss has gone hunting."

R. C. Wilhelm, president of the company, tells the Schoolmaster that he is never governed by rule or rote in writing his copy. He gets an idea, as he tells it, "on the train, out in the woods, almost anywhere, jots it down and then places all these ideas in a file. When the time for writing the copy comes around this file is taken out, the ideas gone over and from this reservoir one comes forth." Some of his advertisements, he says, have quietly slumbered in this file for a year or more.

Two points about Mr. Wilhelm's method which have caused much comment in the trade, the Schoolmaster likes. One of them is his copy folder idea and the other is the unusual plan of saying nothing when he has nothing to say.

Valentine & Company Appointments

L. B. Valentine, of Valentine & Company, New York, manufacturers of Valspar, has been made vice-president in charge of distribution. L. Valentine Pulsifer is now sales director in charge of advertising. L. C. Hill has been transferred from the Detroit office to New York, as assistant to Mr. Valentine in charge of automotive sales. Lester Bruggemann, formerly Boston manager, has been brought to New York as manager of industrial sales. N. W. Drescher has been made manager of trade sales.

"Ry-Biskit" Becomes "Brittle Bread"

The National Toast Company, Minneapolis, has changed the name of its advertised product from "Ry-Biskit" to "Brittle Bread."

Multigraph Ribbons Re-inked

Our  process costs only \$6.00 a dozen. Try it. A trial order will convince you that it is the best Re-Inking you can buy.

Send 3 Ribbons to be Re-Inked at our expense.

W. Scott Ingram, Inc.

57 Murray St., New York City

"GIBBONS knows CANADA"

TORONTO

J. J. Gibbons Limited, Advertising Agents

MONTREAL

WINNIPEG

Classified Advertisements

Rate, 65c a line for each insertion. Minimum order, \$3.25

First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

Printers' and Bookbinders' Equipment
machinery, type, supplies, Kelly presses
—cut-cost material. Send for revised
proofed machine sheet. Conner Fendler
Branch, A.T.F. Co., New York City.

OFFSET PRINTING

Master craftsman desires connection
with publisher having offset publication
project, excellent opportunity—mag. pro-
duction. Box 773, Printers' Ink.

High Grade Publication Wanted.
Printing plant in Central New York can
take contract for printing High Grade
Small Publication. Well equipped plant
—Monotype, 2-color Press, exceptionally
good Composing Room and Bindery
equipment, etc. Box 767, P. I.

CREW MANAGERS

now selling special pages, poster or syn-
dicate services, States or Canada, to
carry line of services to retailers in terri-
tory traveled. Give experience, present
line, route and number of men. Box
790, Printers' Ink.

SEASONED SALESMAN

to sell, train men, close important con-
tracts. Experienced in Syndicate or Nov-
elty sales. Prefer man who can invest
\$5,000 because we want the partner type
of man. Give full experience and pre-
sent earnings. Box 791, Printers' Ink.

The Stirring Rod, Independent West-
ern retail drug trade journal, continu-
ously published for nineteen years,
serving over 2,000 drug stores, needs
responsible representatives in Chicago
and New York City. Write to Sidney
J. Wolf, Publisher, 300 Broadway, San
Francisco.

MAN FOR SOUTH—Thoroughly experi-
enced advertising-sales Executive seeks
association in advertising or sales depart-
ment or as Southern representative of
publication, product or service. Atlanta
or Florida headquarters. Exceptional ref-
erences. Wire or write, V. B. Vollmer,
Windsor Hotel, Jacksonville, Fla.

A company established over 50 years,
rated A A has excellent opening for New
York representative. Their products are:

Etched
Embossed
Stamped

Name Plates, Signs, and Specialties

If you are between the ages of 25 and 35,
if you have had 3 years or more of
actual selling experience and know that
the Sales Field is your life work,

If unlimited opportunity to build for
the future is more vital to you than im-
mediate large earnings,

Write us fully giving details as to your
education, business history, and past
earnings. Members of our own staff
know of this advertisement. Address
Box 794, Printers' Ink.

PUBLISHERS—An up-to-date publica-
tion plant, 30 minutes from N. Y. C. can
handle two or three more publications to
advantage. Publishers seeking excellent
service and reduced overhead are invited
to investigate. Jersey Printing Company,
10 W. 23rd Street, Bayonne, N. J.

Trade paper representative available
for either Chicago or New York territory.
At present representing several well-
known publications but wishes a more
concentrated territory where traveling
would not be so extensive as his present
territory necessitates. 11 years of suc-
cessful selling qualifies him to act in
this capacity. Age 34. Married. College
graduate. Box 795, Printers' Ink.

ADVERTISING AGENCY (New York)
with good reputation for sincere and in-
telligent service will consider affiliation
of an additional representative or small
organization. We are prepared to de-
velop accounts and give splendid copy
and merchandising co-operation. Liberal
profit sharing arrangement. Address
in confidence for appointment. Box
777, Printers' Ink.

HELP WANTED

Artist Wanted—Industrial Advertising
Agency needs young layout man with Art
School Training. In applying give ex-
perience and salary expected. Address
Box 776, Printers' Ink.

JINGLE OR SLOGAN WRITERS
capable of composing short snappy
jingle advertising for the majority of
retail lines, address full details Box
765, Printers' Ink.

Salesmen Wanted—By manufacturers
of High Grade Advertising Signs and
Displays—Commission and drawing ac-
count. State experience and qualifica-
tions. Box 800, Printers' Ink.

ARTIST—First class letter man, experi-
enced in modern advertising work. State
age, experience and salary desired in
reply. The CONSOLIDATED ARTISTS
CO., 1005 Reakirt Bldg., Cincinnati.

ADVERTISING MANAGER

Advertising Manager for a well-known
New York City Department Store. State
experience, present salary, salary wanted
and other relevant details. Box 805, P. I.

WANTED—ARTIST

A large, high class label manufacturer
offers a fine opportunity to an adept and
skilful original sketch artist. He must
be thoroughly experienced at colored
Label designing and capable of handling
men. Please state past and present con-
nections also salary expected. All com-
munications will be treated with the ut-
most confidence. Position in Middle
West. Address Box 796, P. I.

SALESMEN WANTED—with good following in advertising, litho or allied lines to sell Commercial Photography as a side line. Will not interfere with present position. Box 779, Printers' Ink.

Wanted. Copy writer and layout man for agency. Department store or agency experience desired, but not absolutely essential if applicant can qualify otherwise. Reply to Box 265 Wheeling, W. Va., stating salary and experience.

PRINTING SALESMAN WITH CLIENTELE WANTED

for modern, medium-sized printing plant specializing in color work as well as publication and job work. Good opportunity for live man to grow with the firm. Box 766, Printers' Ink.

Direct Mail Copy Man or Woman. wanted by New York Sales Office of manufacturing concern. Thoroughly experienced in direct mail copy, as well as trade paper advertising. Must have the viewpoint of the woman, as article manufactured is of sanitary nature. State age, and salary expected. Address Box 797, Printers' Ink.

LAYOUT AND PRODUCTION MAN in Four "A" agency. Young man, agency experience, who can make visuals, get the art and supervise the production of the advertisement, mechanically.

Write fully your experience and salary wanted, in confidence of course. Members of this agency know this advertisement is being inserted. Address Box 799, Printers' Ink.

CHICAGO MANAGER

A publisher of three class papers of national circulation, who closed his Chicago office during the War, is ready to reopen the Chicago office because of the growth and the plans now being developed for the extension of the business. The territory has been covered to this point by the home office.

Applicants should please state advertising experience, with age, educational preparation, salary expected, etc. Apply Box 788, Printers' Ink.

MISCELLANEOUS

Pollard-Alling envelope addressing machine, give model number and price. Box 307, 228 West 42nd Street.

ARTIST WANTS SPACE

with Advertising Agency. Capable all around visualizer, lettering, figures, fashions. Agency experienced. New York only. Box 801, Printers' Ink.

POSITIONS WANTED

Idea, Copy and Production Man 5 years' thorough experience. Can handle work from idea to printed form. 24, college-trained. Opportunity more important than remuneration. Box 793, P. I.

ADVERTISING ARTIST

5 years' advertising experience making layouts, finished roughs, lettering, design. Thoroughly experienced in planning direct mail, typography and engravings. Box 802, Printers' Ink.

Young man (38) desires position as advertising manager. Fifteen years' experience in agency and technical field. Married; Christian. At present employed. Box 783, Printers' Ink.

ARTIST

Creative, Versatile. Studio manager two years. Magazine, Trade Paper, Direct Mail and Window Displays. Open for proposition. Box 772, Printers' Ink.

COPY WRITER

Thoroughly experienced at writing forceful copy and creating distinctive layouts. Excellently recommended. Box 789, P. I.

Several years' experience in Program Editions, also Anniversary, Industrial and Commercial and Historical Editions and Subscription Contests. Ready for action on short notice. Walter B. Montgomery, Lincoln, Nebraska.

Editor; New York business publications, eight years, writes editorials, leading features, interviews with trade, merchandising articles; experienced make-up and illustration; daily newspaper background. Box 774, Printers' Ink.

PRODUCTION ASSISTANT

Young woman with 7 years experience in production department of large advertising agency wishes position as assistant to production or adv. manager or account executive. Library experience could aid in research. Box 775, Printers' Ink.

AGENCY JUNIOR EXECUTIVE

Have had 6 years' experience in production, copy, layout, research and service contact, with two of largest agencies. Desire position as assistant to advertising manager or account executive. Finest references. New York or vicinity. Box 770, Printers' Ink.

Industrial Advertising

Technical and industrial advertising is my specialty. 15 years' broad experience as industrial copy writer, editor, advertising manager and account executive. Now employed but wants to make change. Salary \$6,000. Box 768, P. I.

AVAILABLE SALES—FINANCE AND INDUSTRIAL ENGINEER EXECUTIVE

A corporation liquidating at end of year would like to place in good position this officer.

He is an exceptional man with sound experience in sales work, organization, and development.

He has a keen knowledge of accounting and finance, making him doubly valuable to the right party. Box 782, Printers' Ink.

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PRODUCTION MANAGER having 25 years' practical experience, who has until recently operated his own printing plant, wishes to connect with Agency or Publisher. N. Y. C. Salary moderate. Box 787, Printers' Ink.

ART DIRECTOR—idea man—12 years' thorough experience commercial art and directing. Lettering, Layout, Book Design, General Publicity. Knowledge typography, engraving, photographing; N.Y.C. Box 778, Printers' Ink.

Lithographic and Colorgraphic Production manager. Twenty years' experience commercial, color, advertising and offset modern production methods, purchasing and general administration. Age 40. Moderate salary. Box 771, Printers' Ink.

Advertising Man, thoroughly grounded in copy, layout, production, direct mail, etc., now in charge of advertising department of national concern, wants better connection as manager, assistant manager or with small agency. 5 years' experience. Married. Box 804, P. I.

Young Man, twenty-four, good personality and ability to write; excellent education; eight years' general business training. Wants connection with progressive advertising agency. Willing to start at very moderate salary to learn business. Unquestionable references. Box 792, P.I.

A-1 ALL AROUND ARTIST

Unusual knowledge of advertising. Can plan and execute entire campaigns. Wide experience. Excellent visualizer. Fast conscientious worker; illustration lettering design. Now in Chicago, go anywhere. \$5,000 a year. Box 769, P. I.

COPY-ART Director or Directed—either the job wanted by a writer and visualizer; seven years' presenting his ideas in word and picture, for agency and trade papers of first standing. 27; single; available January 1st. Write Box 786, Printers' Ink.

CHICAGO POSITION WANTED by versatile advertising man

Several years with one of country's largest agencies outside of Chicago, handling financial, real estate, transportation, and merchandise advertising, designing the ads, writing the copy, and following through production. Thoroughly experienced, well educated, hard working. Age 29. Address Box 784, Printers' Ink.

EXECUTIVE

A MAN in the prime of his business life—not too young to shoulder heavy responsibilities, not too old to bring energy, enthusiasm and a wide experience with him—seeks a permanent connection with a reliable concern having a good sound future to offer.

Long experience in merchandising selling and sales management plus a keen knowledge of research, advertising and publicity problems make him a broad-gauge executive.

He is an American, live, clean-cut and aggressive; able to furnish the best of references and a sound reason for desiring to make a change. Box 806, P. I.

MERCHANDISING—Young man (25) with 7 years' experience in advertising and selling. For last four years extensive work in merchandising and selling to drug and department stores. A-1 references. Desires position with advertising agency or manufacturer of drug or toilet goods product. Box 798, Printers' Ink.

Woman executive and copy writer. Experienced in general and sales correspondence—direct mail—house organ editing. Capable manager or assistant. Successful in contacts. Can give valuable service and must earn good salary. Chicago vicinity preferred but will go anywhere for desirable, permanent connection. Address Box 785, care of Printers' Ink.

Typographer — Layout Man

an unusual talent that combines practical experience as printer-craftsman with thorough knowledge of Design, Engraving and Advertising Mechanics seeks connection with a progressive concern where modernistic ideas and initiative are appreciated. Twenty years' experience. Box 780, Printers' Ink.

Advertising and Sales Executive

Eight years' experience in sales promotion and advertising. Fluent copy writer, makes layouts, thoroughly experienced in all forms of direct mail, engravings, printing and art work. Extremely valuable as advertising manager or assistant. Box 803, Printers' Ink.

I'd die if I were one of those 35 men making a shoe.

Monotony of other businesses has sold me on the advertising profession.

An advertising agency or manufacturing firm might develop an experienced recruit.

Two years college work in advertising; endorsed record successful direct to consumer selling; 8 months newspaper selling. Age twenty-one. Address Box 781, Printers' Ink.

Need This Man?

You are, say, a newspaper owner whose sheet is not making money; a manufacturer disappointed in the results of his advertising; or an agency in need of new blood.

A constructive executive who has built up newspapers and revived advertising programs, offers his services. Fourteen years of work, newspaper and advertising, years that have seen mistakes as well as achievements, have taught him values and tempered his judgment to more than average keenness.

The price, while not cheap, gives you a bargain in ability. The full story, in person or by letter, to interested concerns.

Executive, P. O. Box 556, Downtown, New York, N. Y.

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Big As A House

Lighted pictures of the right kind will make the biggest possible impression on every man who represents your organization and your product. Expert service will carry your imagination everywhere.

Jam Handy Picture Service

Newspapers' Film Corp'n.

6227 Broadway, Chicago

Still and Motion Pictures—Animated Drawings—Screens—Slides

New York Representative, 51 East 42d St., MURray Hill 2296

Los Angeles Representative, 827 West 53rd St., VERmont 6431

Dayton Representative, 787 Reibold Building, GARfield 338

A Tribune Advertiser for 62 Years—This Year Surpasses All Its Sales Records !



CHICAGO
November 13, 1926

Mr. E. W. Parsons,
Chicago Tribune,
Chicago, Illinois.

Dear Mr. Parsons:

I am sure that you will be gratified to learn that as a result of the series of full page advertisements, which we have been running during the past ten consecutive Sundays in the Chicago Tribune, our business has shown a very gratifying increase in volume in all departments.

The Steinway piano has been featured in much of the Tribune advertising, and the increase in the number of pianos sold to date is far in excess of any increase shown in previous years.

We are advised by Messrs. Steinway & Sons that our percentage of increase in Chicago is far greater than has been obtained by any of their representatives in other cities.

Very truly yours,

LYON & HEALY,
Inc.

M
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S
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L

During the first ten months of 1926, Lyon & Healy have used more than twice as much space in The Chicago Tribune as in any other newspaper. The above letter from M. A. Healy, President, tells how full pages in The Tribune have helped to build a great business.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation more than 750,000 daily; more than 1,150,000 Sunday